

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CLVI

NEW YORK, AUGUST 13, 1931

No. 7

Fourteen Ways to Cut Waste in Distributing Dealer Helps

An Analysis of the Plans That Are Being Employed by Fifty Advertisers to Put the Merchandising of Dealer Helps on a More Efficient Basis—First of a Series of Three Articles

By E. B. Weiss

AS far back as 1913—and that's a long time, as merchandising goes—a writer in **PRINTERS' INK** told about a retail clothier who weighed all dealer-help material, received in a three-month period, that he was unable to use. He found he had thrown away 2,200 pounds of material that had been bought and paid for by manufacturers in the fond hope that retailers would use it to increase sales.

Two weeks ago, in **PRINTERS' INK**, the advertising manager of a Florida department store selling less than a million annual volume mentioned that he had recently cleaned a pigeon-holed seven-by-six-foot case of material supplied by national advertisers. Less than 15 per cent of the proffered mats and electros received, he reported, were used. A tremendous percentage of the leaflets and booklets never saw customers.

In 1913 and in 1931—the same condition; dealer-help wastage on a magnificent scale. Whether the waste-paper balers are being kept as busy in retail stores today as they were eighteen years ago I am not, of course, in position to say. This is a condition that cannot be measured statistically.

However, figures are not at all necessary. That the problem exists and deserves close study by any advertising executive whose company appropriates money for dealer helps is self evident.

Where, then, shall one look for at least a partial solution, since 100 per cent elimination of waste appears to be an impossibility?

There are two principal directions in which the executive may turn. One is to pay attention to improvements in the "helps" themselves. Certainly a goodly percentage of dealer helps are not used simply because they are improperly designed. Therefore, proper design automatically eliminates a sizable slice of the waste.

But even a properly designed dealer help will find its way to the baler without a chance to perform, if it is improperly distributed. Therefore, the second angle of attack is via the method of distribution. And that will be the theme of this survey of current practices. In other words, we shall assume that the "help" is correctly planned and concentrate on the most effective, the most efficient ways of getting it into the hands of the dealer.

* * *

The first big discovery that advertisers who have looked into the distribution of dealer helps have made is that a sure-fire, and withal a safe and sane, way of lopping off a measurable piece of waste is to send dealer-help material out *on request only*. Some fifty-odd advertisers have contributed to this symposium and at least forty of them emphasized this feature as point number one in any program

A partial list of the manufacturers who contributed to this report. Thirteen companies are not listed in accordance with their requests for anonymity.

Ault-Williamson Shoe Co.
New Haven Clock Co.
Harley-Davidson Motor Co.
Miller Company
Crescent Tool Co.
Corning Glass Works
Arcturus Radio Tube Co.
Hartmann Trunk Co.
Selby Shoe Co.
Perfection Stove Co.
Altorfer Bros. Co.
Eberhard Faber Pencil Co.
O'Brien Varnish Co.
Cromar Company
Wamsutta Mills, Inc.
Geo. A. Hormel & Co.
Boncilla, Inc.
Willard Storage Battery Co.
Sharp & Dohme, Inc.
Charles E. Hires Co.

Ambler Asbestos Shingle & Sheathing Co.
Hamilton Watch Co.
Goodell-Pratt Co.
Eskimo Pie Corp.
Philadelphia Storage Battery Co.
Eagle-Picher Lead Co.
Warner-Patterson Co.
Russia Cement Co.
Sargent & Co.
Colt's Patent Fire Arms Mfg. Co.
Keystone Steel & Wire Co.
Kops Brothers, Inc.
Pratt & Lambert, Inc.
McQuay-Norris Mfg. Co.
Parke, Davis & Co.
A. E. Nettleton Co.
E. L. Bruce Co.
Black & Decker Mfg. Co.

designed to cut dealer-help wastage.

Thus, J. W. Desbecker, advertising manager of the Eberhard Faber Pencil Company, reports: "We have adopted a definite policy of sending out no advertising material of any kind without a definite request either from the dealer or from one of our salesmen. In this way, we believe that we keep wastage to a minimum and, though it is possible that we do not obtain as many window displays as we might were we to send the material without its being requested, we know that we do obtain a satisfactory number of showings. We prefer to have fewer windows than perhaps we might and save the cost of much wasted material."

Similarly, P. L. Swisher, advertising manager, O'Brien Varnish Company, tells us: "Our plan of reducing, so far as possible, the waste in distributing dealer helps provides that nothing of this nature be sent out to a customer except when requested either by the customer or by the salesman who calls on him. This applies in all cases except with regard to new dealer helps. Even on the new pieces, we send out only samples

and leave it to the dealer or the salesman to tell us how many copies of each particular piece can be used."

And K. Y. Taylor, advertising manager, Goodell-Pratt Company, says: "Some years ago, we discontinued the distribution of all sorts of material, including window display, except on the direct request of the dealer himself or our salesmen. We realize that this procedure may shut us off from some really valuable distribution of booklets, circulars, etc., but we believe that to secure what we are now losing we would have to pay excessively. There is too much waste in promiscuous distribution."

Some other companies that do not send out dealer-help material unless it is specifically requested either by the dealer or by the jobber's or manufacturer's salesman are: Selby Shoe Company, Crescent Tool Co., Charles E. Hires Company, Black & Decker Mfg. Co., Geo. A. Hormel & Co., Boncilla, Inc., A. E. Nettleton Co., E. L. Bruce Co., Ault-Williamson Shoe Co., Keystone Steel & Wire Company, Hamilton Watch Company, New Haven Clock Co., Russia Cement Company, Eagle-Picher Lead

Aug. 13, 1931

Aug. 13, 1931

PRINTERS' INK

5

27/3/33
20833
051
P93
V.156
ag.13-
Sept. 24-
1931.

THE Great Modernizer



"DAD, did you notice this automatic furnace controller advertisement? Pretty smart, eh?"

Thus George Barker, Jr., to Barker, Sr. It's Junior's opening gun in a personal campaign for modernizing the Barker heater.

Later on Barker, Sr., will get the next shot. "Dad, you know, I've been thinkin' one of these would save Mother a lot of steps this winter. It wouldn't hurt to look into it; would it?" Don't question George Junior's altruism. He's thinking of his own trips to the basement, of course! But can you blame him?

Manufacturers can thank thousands of fellows like George for profitable sales. With their youthful mania for progress,

these young people bring a lot of things into their homes that otherwise might not get there.

85% of the 700,000 regular readers of THE AMERICAN BOY are fellows like these—of high-school age and older. Men in their thinking ability. Boys in their enthusiasm.

In the one magazine they call their own, you can tell them your story, in language addressed directly to them. Get your product before them and them behind your product. November forms close Sept. 10.

The YOUTH'S COMPANION
Founded 1827
American Boy
Detroit Michigan

Company, The Cromar Company, Eskimo Pie Corporation and Wamsutta Mills, Inc.

The significant feature of that list of names is the variety of industries covered. In almost all fields, manufacturers have found it not only *advisable*, but *feasible*, to send out dealer helps only as a result of a specific request made by the dealer, the jobber's representative or the manufacturer's own salesman. These manufacturers all realize that by thus restricting dealer-help distribution they automatically cut off a certain number of dealers who would otherwise make excellent use of the material. However, the manufacturers feel—and with plenty of experience to back the conclusion—that this “fringe” distribution is obtained at too high a cost, when the attendant waste is considered, to warrant broadcast shipments of “helps.”

As a matter of fact, a few manufacturers have further restricted dealer-help distribution by insisting that the dealer actually make the request; they are not content to permit their salesmen to do the ordering as the salesmen see fit. For instance, Robert Waddell, director of advertising, Hamilton Watch Company, states:

“There is no distribution by Hamilton of dealer-help material unless it is requested by a jeweler in either one of three ways: by request to a field representative; by sending in a return card from our house organ, or by writing direct to the factory.”

The Crescent Tool Co. tells us: “Our practice has been never to send a dealer anything in the way of advertising unless he asks for it. This is the only way that we can be sure that our dealer helps are put to use.”

And E. L. Felliman, advertising manager, E. L. Bruce Co., says: “For the last two years we have rigidly enforced the policy of compelling the dealer to handle the matter by not only asking for the specific piece of literature he wants, but he must tell us exactly how many he wants. When dealers write in: ‘Send a supply of So-and-so,’ we do no such thing. Instead we send him samples of each of sev-

eral pieces which we feel would be useful to him. We tell him to select one or more for which he will have specific use and tell us the quantity he needs, etc. It is our conviction, after testing this policy, that by making it necessary for the dealer to give a little thought and time to the selection of dealer helps, there is a far greater tendency away from wastage.

“In about 25 per cent of the cases where dealers request ‘a supply’ and we send them samples, we hear no more from them. We assume that those dealers who are not sufficiently interested to make a selection from the samples we send, would not have used the helps and that, therefore, we have cut down our wastage at least 25 per cent.”

* * *

Where the salesmen are expected to send in requests for dealer-help material, it has been found effective to systematize the ordering process. Instead of permitting the salesman simply to jot down on the back of his regular form a list of dealer helps to be sent to the retailer, a number of companies have developed requisition slips that tend to reduce reckless, lop-sided and aimless ordering.

The Wamsutta Mills, for example, report that “the salesmen fill out a form order which gives the date the material is required at the store, the date of the display, and the material required.”

The Cromar Company's salesmen call on each dealer about once a month. They are instructed to inquire, on each call, if there is an adequate supply of the various helps the company offers. The salesmen are provided with regular dealer-help order pads and if the dealer needs any material a slip is filled out and sent to headquarters accompanying the salesman's call report.

A large candy manufacturing company tells us: “We have what we call an advertising requisition pad which provides spaces for the salesmen to order cuts, counter cards, window displays, price cards, etc. On this slip the salesman is also required to give the name and

(Continued on page 96)

Thorough Trading Area Coverage at One Advertising Cost

More Advertisers Depend on Journal Exclusively

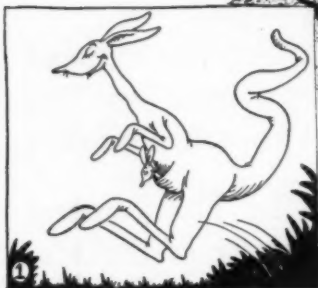
SIXTY-NINE national advertisers who used one or both of the other two Milwaukee newspapers in 1930, used The Journal exclusively during the first six months of 1931.

In this period, a total of 505 national accounts depended entirely on The Journal to sell the Milwaukee market.

Exclusive schedules in The Journal provide adequate coverage of the Milwaukee market, eliminate wasteful duplication, and offer the only means of selling the market economically as well as thoroughly.

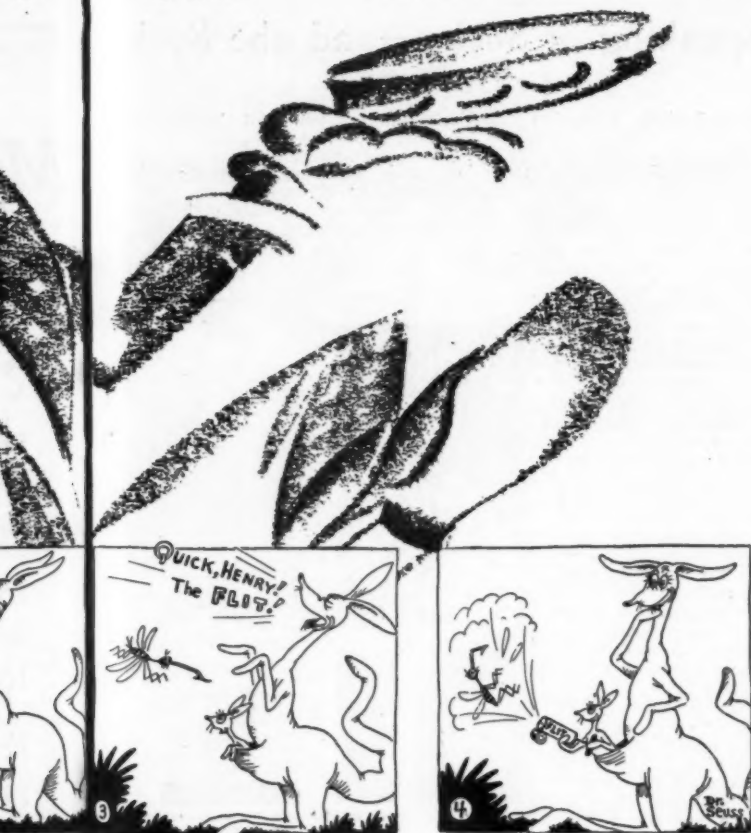
THE MILWAUKEE JOURNAL
 **FIRST BY MERIT** 

Run-of-Paper Color Advertising Available Daily and Sunday



Wh
of 18
Bu
produ
provi

Mc
NEW YORK
TORONTO



Whether the humor of 1931 improves upon the humor of 1891 is no concern of ours.

But, when a humorous appeal is indicated for any product we advertise, it is very much our concern to provide the type of humor that appeals to 1931 markets.

MCCANN • ERICKSON Advertising

NEW YORK CHICAGO CLEVELAND DENVER SAN FRANCISCO SEATTLE LOS ANGELES
TORONTO MONTREAL VANCOUVER WINNIPEG LONDON PARIS FRANKFORT, O. M.

Speaking of Socks—and the Sock Market

New Realsilk Campaign Combines Entertainment and Testimonial Angles in Copy by Well-Known Authors

PERHAPS the newest trend in advertising technique, as has been discussed in **PRINTERS' INK** from time to time, is the use of an entertainment element in the copy presentation to capitalize on the current public appetite for diversion. And certainly one of the earliest-used techniques is the testimonial. The new and the old are merged in an interesting manner in the recently begun advertising campaign for Realsilk men's hosiery.

The merger marshals the full strength of the appeal of magazine editorial pages. Not only is the selling story dressed in diverting, semi-narrative style, but each advertisement is written by and carries the by-line of an author of recognized following. Irvin S. Cobb, Eddie Cantor (who is perhaps best known as a stage comedian, but who has also done considerable writing) and Peter B. Kyne are the writers whose works appear in the first three advertisements of the series. These advertisements incidentally, even carry a little paragraph that is captioned as an "Editorial Note."

While using the entertainment element to draw attention, the copy nevertheless travels strictly under its own colors as an advertisement. Headline and author's name and picture hold out the promise of an interesting bit of writing; but the headline likewise plainly points out that the writing is about socks and the company name and product receive prominent display at the bottom of the page. And the copy

gently but surely works on its selling job throughout.

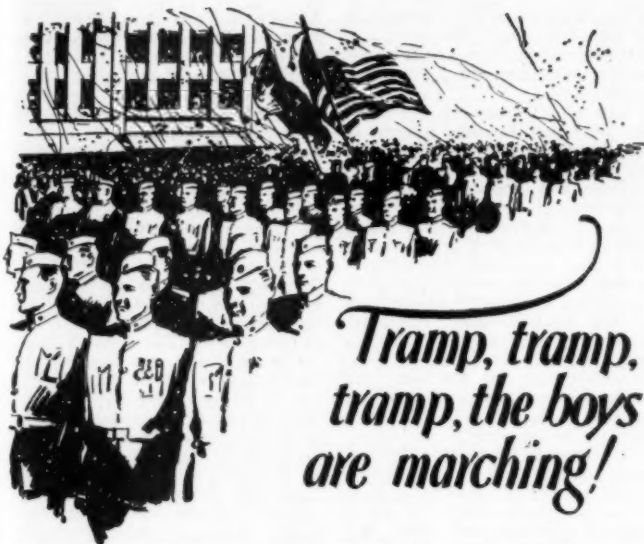
The testimonial angle, the subject of much abuse in recent years, has likewise been frankly—and skilfully—handled. The “editorial

[illegible]

Eddie Cantor as a Realsilk Hosiery Wearer Was Paid to Write the Copy in This Advertisement

note" identifies the writer as a wearer of Realsilk hosiery, but openly states that he has been paid for his copy at his regular rates.

The reasoning behind this campaign starts from the fact that the male sock is rather a prosaic item. The style element, unlike its feminine counterpart, is small. Patterns and color combinations are of course important with many purchasers, but Realsilk feels that this angle achieves its greatest importance at the point of contact with the consumer, that durability



*Tramp, tramp,
tramp, the boys
are marching!*

**The American Legion Convention
Will Be Held in Detroit September 17 to 24**

"On to Detroit" is the slogan of the American Legion. It is estimated by officials that 100,000 will invade Detroit between September 21 and 24. On the basis of \$100 for three days, at least ten millions of extra dollars will be poured into the Detroit market.

This money will be spent for all kinds of things that you have to sell. This convention offers an opportunity to advertisers to capture en masse the minds of 100,000 gathered from the four corners of the United States.

The Detroit News will, of course,

cover all convention news with the customary thoroughness which has won it the greatest audience in Michigan and will therefore be the logical medium through which to reach this great extra audience besides the financially able homes of Detroit.

The Detroit News will publish no special section, but invites advertisers to make use of the regular editions of The Detroit News, which will be replete with interesting matter for legionnaires. The dates are September 17 to 24. It will pay you to take advantage of this convention through The News.

The Detroit News

New York
I. A. KLEIN, INC.

THE HOME NEWSPAPER

Chicago
J. E. LUTZ

Member 100,000 Group of American Cities

is the fundamental story to be told in the advertising. Accordingly a fresh, human-interest way of presenting this latter selling point was the objective.

Also of importance is the manner in which Realsilk hosiery is sold—by direct representatives calling at offices and homes. An interesting and forceful campaign of advertising is vital not only to secure recognition of the brand name and preliminary driving home of selling arguments, but also to assure a reception for the salesman when he calls. The members of the Realsilk sales force, of which there are some 12,000, have been supplied with copies of these advertisements and are using the author's name and writing as an opening wedge in their conversations with prospects.

The copy in the Cobb advertisement and the one by Eddie Cantor, which will be the next to appear, is in both instances in a good-natured, semi-humorous vein. The selling points are brought in casually and with that admirable quality of under-emphasis that is usually far stronger than eulogistic enthusiasm and is almost never seen in advertisements of the testimonial type and seldom enough encountered in any advertising.

Here is an example from the Cobb advertisement:

Well, that's how the situation stood here not very long ago when a gentleman called on me to sell a brand of—as he put it toe-proof socks.

I said to him:

"Brother, the sock that wouldn't turn into an open-work lace-effect immediately, I began wearing it, isn't made!"

"Wait," he said, "this particular sock has certain exclusive features—six-ply toe and two-ply heel; non-rippable top; double-layer sole and specially built long leg."

"That's nice," I said, still the skeptic and the scoffer. "Does this sock also press your pants for you while you're asleep and bring you a cup of coffee in the morning, or anything like that?"

"You wait," he said. "I'll make a convert and a true believer out of you in just one easy lesson." And he did.

The Realsilk Hosiery Mills have also embarked on a new advertising campaign for their women's

hosiery, which is separate and distinct from the one on men's socks. Here the advertising carries a distinctly style flavor with which is combined a story on durability. On the latter angle seven features of the construction of the hosiery are stressed. An equal number of special points is stressed in the men's hosiery campaign and by this and a common logotype the two campaigns carry something of a mutual tie-in.

The style part of the story on women's hosiery is told in part through the use of large-sized reproductions of photographs by Anton Bruehl. The Realsilk fashion committee is also featured. An interesting feature in this connection is the use of exact color in the photographs of the hosiery to show a current new shade which the company is selling.

The men's hosiery advertising is appearing in two weekly periodicals and will continue at four-week intervals throughout the coming year. For the campaign on women's hosiery two women's publications and one general weekly magazine are being used, full pages in the former and double-spreads in the latter.

J. J. Lambert, Advertising Manager, Gillette

John J. Lambert is now advertising manager of the Gillette Safety Razor Company, Boston, Gillette, Probak and AutoStrop products. He has been with the Gillette organization for a number of years and, previous to the Gillette-AutoStrop consolidation, was assistant advertising manager.

Kelly-Springfield Appoints Ayer

The Kelly-Springfield Tire Company, New York, has appointed N. W. Ayer & Son, Inc., to direct its advertising account. N. W. Ayer has also been appointed by Tower Magazines, Inc., New York, to handle a radio advertising campaign.

To Represent Bridgeport "Times-Star"

The Bridgeport, Conn., *Times-Star* has appointed Cone, Rothenburg & Noe, Inc., publishers' representative, as its national advertising representative.

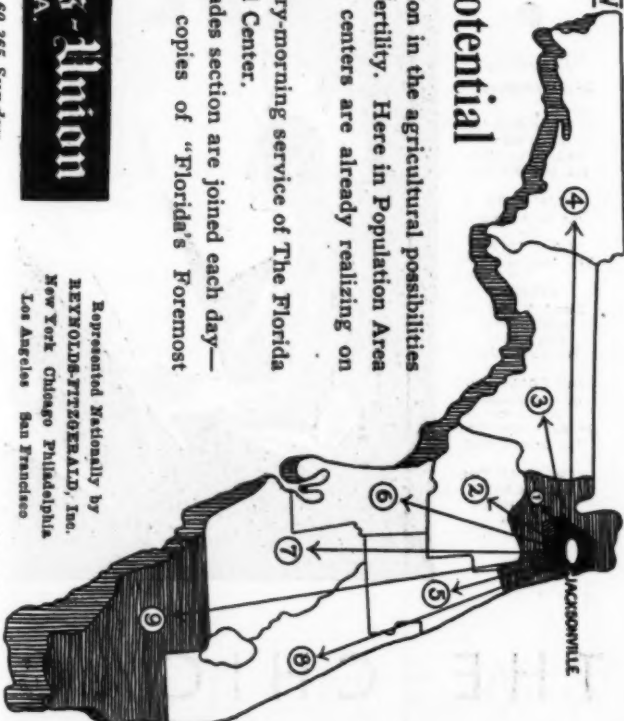
FIFTH MARKET OF THE NATION

Florida's Gigantic Potential

THE 'Glades! Rich beyond calculation in the agricultural possibilities of its 7,600 square miles of age-old fertility. Here in Population Area No. 9 of Florida, seven town and city centers are already realizing on organized Everglades farming.

Yet their newspaper day requires every-morning service of The Florida Times-Union from Florida's Commercial Center.

So it is that Jacksonville and the 'Glades section are joined each day—41,036 families of them—with 31,637 copies of "Florida's Foremost Newspaper."



The Florida Times-Union
JACKSONVILLE, FLA.

A. B. C. March 31, 1931 — 52,219 daily; 60,365 Sunday

Represented Nationally by
REYNOLDS-ITZGERALD, Inc.
New York Chicago Philadelphia
Los Angeles San Francisco

No. 11 of a Series

READER

Advertising Representatives:

CHICAGO
Home Office
Daily News Plaza
Tel. Dearborn 1111

NEW YORK
John B. Woodward,
Inc.
110 E. 42d St.
Tel. AShland 4-2770

DETROIT
Joseph R. Scolaro
3-241 General
Motors Bldg.
Tel. Empire 7810

SAN FRANCISCO
C. Geo. Krogness
303 Crocker
1st Nat'l Bank Bldg.
Tel. Douglas 7892

MEMBER OF THE
100,000 GROUP
OF AMERICAN
CITIES



THE CHICAGO

Chicago's Home News


R S

of Advertising as well as News

IT IS experience of The Daily News that there is a definite reader interest in advertising as well as news . . . that the announcements of retail advertisers, especially, have a constant, dependable following among buyers for the home.

In Chicago that reader interest is centered most keenly in The Daily News. For in its columns local advertisers place more of their announcements than in any other Chicago newspaper.

In this company, the general advertiser shares a reader audience that is his most valuable asset.

DAILY NEWS

Home newspaper

"Mistake not a Shadow for the Substance"



~ Aesop said 2000 years ago ~ ~ ~

Grabbing at a reflection in the water, a foolish dog lost his prized bone.

So also are many sales managers tempted to confuse the fancied for the real.

Of the Southwest rural market there are two images. One, the genuine, handily complements your city sales. It is reached by the Oklahoma Farmer-Stockman's 205,023 circulation.

The other is poorly mirrored by national farm papers and magazines.

THE OKLAHOMA

FARMER-STOCKMAN
 OKLAHOMA CITY OKLAHOMA

The Next Ten Years in Trade Association History

Many Pressing Problems Face Associations—Will They Live Up to Their Opportunities?—First of Two Articles

By C. B. Larrabee

"Every development of industry renders the trade association more essential to sound development of our economic system." — *Herbert Hoover.*

DURING the next ten years the trade association movement will face the greatest opportunity of its history. Whether it will measure up to this opportunity depends upon several factors. First, associations must realize the presence of the opportunity and must look upon all that has happened before 1929 as a prelude freighted with many needed lessons. Second, trade associations must be able to free themselves of certain conditions which will tend to hold them back. Third, among a number of associations there must be a radical change in point of view as to their functions and obligations.

Frederick M. Feiker, director of the Bureau of Foreign and Domestic Commerce, Department of Commerce, making his first speech in public after assuming the directorship, said recently:

"The discussion that often takes place with regard to economic planning assumes that there was no such thing in the United States today. This is not so. We have been planning and putting plans into operation in this country for many years."

Anyone writing about the possibilities of the next ten years in any line of business endeavor may find himself accused of presenting a five-year or a ten-year plan. At the outset, let me deny that there is any such purpose in this article. Everything that will be suggested will be found to have had its roots firmly planted in the soil of the last ten years or the last century. Anything that trade associations may do during the next ten years will be evolutionary rather than revolutionary, although, undoubt-

edly, the last two years have marked a sharp break in the steady evolution of the trade association movement.

Also, it will be well to make clear at the outset that I am not among the group that believes that the trade association has failed dismally during the last two years. To be sure there have been plenty of failures, but it is eminently unfair to accuse trade associations, in their present state of development, of falling down miserably during the current business crisis. Some day when it is possible to write about the last two years in true perspective, plenty of cases will be found of the ameliorative effect of the presence of trade associations in certain industries. To pick one industry only, it will take several years before a business historian will be able properly to appraise the real value of the associations in the electrical industry in their help to their members during the present crisis.

The Next Step

The association movement as a whole has not failed and in many instances has met the recent challenge with splendid fortitude. However, even the most optimistic advocate of associations will not contend that the movement played the part in the present depression that it might have played had its development been more rapid. Therefore, the next step in association history must be an endeavor to reach the stage where co-operative action through associations will realize the possibilities inherent in the movement.

Much that may be written in these articles perhaps will sound Utopian today. Probably some of it will sound just as Utopian to the casual reader who may pick up these articles ten years hence. How-

ever, it is only by shooting at distant objectives that intermediate objectives are attained. The fact remains that nothing to be discussed in these articles is not possible as a logical evolution of the present stage of the association movement.

These articles should be read then not as a program, but rather as a summing up of what associations may accomplish, of some of the obstacles they must overcome, and of some of the things that must be considered and corrected before the movement can really accomplish what it should.

In Mr. Feiker's speech, a paragraph of which has already been quoted, he pointed out that more than 400 important national associations are now engaged in facing co-operatively some sixty different problems. Fourteen of these problems are each being faced by more than 100 different groups. Because of the obvious complications which such statistics suggest, it will be impossible to do more than outline some of the broader problems and possibilities before the association movement. Also, because so many observers feel that the greatest strides by associations will be made in the field of distribution, this phase of association work should occupy most of our attention.

Legal Difficulties Must Be Cleared Up

The first essential to association progress must be a clearing up of present legal difficulties and obscurities. At the present time associations are badly hampered by legal restrictions, some of which exist only in their imaginations. However, they cannot be blamed for their imaginations because so many associations have been badly burned on very real legal hot plates. Therefore, it is a brave association indeed that launches upon a new course without an apprehensive eye upon the Sherman Act.

At the present time there is an interesting anomaly in the attitude of various Governmental agencies. On the one hand we have the Department of Commerce doing every-

thing in its power to co-operate with trade associations and, on the other, we have the Federal Trade Commission seemingly going out of its way to catch those trade associations which step an inch over the bounds of the "every contract" clause in the Sherman Act. Even the Federal Trade Commission is not always logical or consistent as witness its actions in the Petroleum Institute case. As PRINTERS' INK has pointed out on more than one occasion, these apparent inconsistencies have had a stifling effect on association activities.

Many associations have clamored for the out-and-out repeal of the Sherman Act, but in most cases their clamor has been founded on hope rather than possibility, or else they have demanded everything in the hope of getting something. With the present line-up in Congress, with the agrarian block so strongly opposed to any move which might give business a greater advantage over the farmer than now exists, possibility of a repeal of the Sherman Act is indeed remote. It is almost certain that any marked changes in the Sherman Act will come about by degrees and it is probably just as well that this is true.

The associations themselves are not entirely blameless. Too many of them have considered lobbying their chief function and have brought such pressure to bear upon Congress and have used such equivocal tactics in their lobbying that the average Congressman is highly suspicious of anything that is sponsored by these lobbying groups. Indeed, one of the developments of trade associations during the next few years should be a new attitude toward lobbying, a clearer realization on the part of associations that the work of their representatives in Washington may be as harmful as it seems to be good.

In a report, "Recent Developments Affecting Trade Associations," issued by N. W. Ayer & Son, Inc., there is the following comment:

"A development which promises to throw additional light upon the

relat
Law
socia
by t
prot
Chas
whol
visio
and
"In

E. C
the c
"C

prote
forei
need
prote
self,
fluen
amon
indus
resur
reaso
indus
be u
ment
the
need
"C

given
fine
tute
were
of s
much
lieve
legal
thou
appr
Com
It

but i
plica
the
prese
to th
ent l
that
if a
their
such
of c
will
good
the s
derst
their
deal
meth
wind
Th
is as

relationship between the Anti-Trust Laws and the future of trade associations is the study undertaken by the Committee on Trade Improvement of the New York State Chamber of Commerce of the whole question of the proposed revision or modification of the laws and trade association practices.

"In urging study of the question, E. C. Miller, acting chairman of the committee, said:

"Our tariff has been fixed to protect American industry from foreign competition and we now need an elastic system which will protect American industry from itself, from the disintegrating influences of reckless competition among ourselves, thereby enabling industry throughout the country to resume operations upon a more reasonable basis of profit. Unless industry can earn a profit it will be unable to give labor employment or to insure wages that are the least commensurate with the need of the workman.

"If the trade association were given merely the authority to define trade practices which constitute unreasonable competition, and were able to enforce the observance of such rules against violators, much of the trouble would be relieved. There exists, however, no legal standing for such rules even though formulated and even when approved by the Federal Trade Commission."

It is impossible to do anything but indicate some of the legal complications which are holding back the association movement at the present time. Associations are alive to the need of liberalizing the present laws and it is entirely possible that these laws will be liberalized if associations as a whole play their cards honestly. Rough tactics such as have marked the activities of certain associations, however, will not accomplish the needed good and one of the jobs facing the stronger associations that understand the situation is to teach their rougher brothers that a new deal is needed and that old lobbying methods must be tossed out of the window.

The situation at the present time is as delicate as it is promising.

If associations are to hope for any liberalizing of the laws, they must guard carefully against taking any overt steps which will create new antagonisms and give new life to old antagonisms which have resulted from the foolish and selfish acts of certain associations.

Without some liberalizing of present laws there is no question that the association movement during the next ten years will be greatly restricted. However, there are a number of activities that can be carried on even under present laws with some degree of success. In reading the rest of the discussion the reader must remember that any recommendations are in part predicated on liberalized laws but that most of these recommendations can be carried out even under present conditions.

Research Activities Have Been Limited

The last five years have seen the beginnings of a realization on the part of associations of the possibilities of research. In spite of the fact that a number of associations function largely as fact-finding bodies, their research activities have been limited largely to the gathering of information which is easily available to any of their members. Their chief value has been as collating agencies and their work hardly deserves the name of research.

On the other hand, many of the more progressive associations have done excellent research jobs. One of the most significant steps taken along the lines of research has been the realization on the part of associations that their investigations must not be confined solely to the individual industries which they represent.

Much of the talk a few years ago about the "new competition" was due to the realization on the part of associations that the worst competition faced by their members came from other industries rather than from companies in their own industries. This realization has had its value also in clearing away a great deal of the suspicion and double-dealing which characterized the early fumbblings of newly

created trade associations fifteen or twenty years ago.

Research in other industries has been marked in the work of those associations most closely connected with the various branches of textiles. They have found that style trends may have a marked effect in changing the use of different materials with a result that the reign of King Cotton may be seriously threatened by King Silk or vice versa.

The possibilities of association research are truly tremendous. In spite of the excellent work which has been done by several associations the field of research is almost untouched. The association of the future must place heavy emphasis on its research work and must look upon its investigations as the gathering of a body of living statistics which are kept up to date and which are highly sensitive to changing trends in consumer tastes. Even the makers of heavy machinery have come to realize that style may vitally affect their markets. For instance, if women suddenly shift from cotton to silk there must be a decided shift in selling policies for those manufacturers who cater to both the cotton and silk industries. On the other hand, the maker of heavy machinery who sells largely to one industry must realize that if that industry begins to suffer his inventive department of necessity should begin to work upon new machinery to sell to those industries which are going to get revised business.

Many associations today have set up the mechanism to carry on proper research work. What is needed on their part is a true realization of what association research can do and an expansion of investigatory activities in order to comprehend the work which is necessary if the right kind of research job is to be done.

Springing out of research, largely dependent upon it, and yet an activity in itself, is the question of market extension. A thing that is throwing associations more and more into the field of distribution and is continually subordinating this work in the field of production is the realization that a trade as-

sociation can do an excellent job in helping its members extend their markets.

Of course, the term "market extension" is highly elastic. To each association it will mean something individual to that association. Therefore, it is not possible to set down a general market extension program which will apply equally to all associations. It will be interesting, however, to study the market extension program of at least one association, the National Knitted Outerwear Association.

In its 1930 year-book this association explained the objectives of its market extension program as follows:

1. Extending the market of knitted outerwear.
2. Increasing consumer purchases.
3. Finding new customers.
4. Discovering new uses, the featuring of which will increase sales.
5. Discovering new merchandise.
6. Adopting new channels.
7. Doing anything which will assist in building a growing, dependable market.

It is significant that the association realized that this was a large program, impossible to accomplish in one bite, and therefore it lays special emphasis in the 1930 year-book on the necessity for research and points out that the association wants to know all the facts bearing on the following subjects:

1. Quality of our products. How it can be bettered.
2. Distribution problems—jobbers, chains, syndicates, department stores and small retailers.
3. Merchandising methods—grading and trading up.
4. Market developments.

In the 1931 year-book the association has a five-page report on the highlights of its 1930 marketing survey which analyzes thoroughly the various factors in a market extension program. Thus the plan is being capitalized and is developing logically.

In some instances market consolidations may seem, at the present time, more important than market extension. Certain industries have been badly hit by other industries and it is their job to consolidate what positions they now occupy against further attacks

**The Seventh District
Federal Reserve Report
for the first 6 months
of 1931 shows . . .**

BUSINESS IS MORE STABLE IN INDIANAPOLIS

Department store sales in Indianapolis for the first 6 months of 1931 were only 3.8 per cent below the same period last year. For the Seventh Federal Reserve district as a whole—containing the states of Michigan, Wisconsin, Illinois, Iowa and Indiana—the decline was 10.5 per cent.

Collections too, were better in Indianapolis. The ratio of June collections to accounts outstanding May 29, was 42.1 per cent as against 35.0 per cent for the entire district.

Near-normal sales conditions . . . plus the effective and economical one-paper coverage of The News . . . makes Indianapolis a market decidedly worth cultivating NOW.



Member of the 100,000 Group of American Cities

THE
INDIANAPOLIS NEWS
in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL
110 East 42nd Street

DON U. BRIDGE
Advertising Director

Chicago: J. E. LUTZ
Lake Michigan Bldg.

BALTIMORE *Now Ranks* con

ONLY one port in the United States—that of New York—has a greater volume of foreign trade than Baltimore.

During the twelve months ending June 30, 1930, the last fiscal year for which statistics are available, Baltimore became second port in average of both imports and exports.

For this period the total volume of foreign trade handled by Baltimore was 7,237,712 tons, a gain of 880,732 tons over the year ending June 30, 1929.

The unexcelled shipping facilities of Baltimore with its 33 overseas lines; the freight rate differential enjoyed by this Port; the widely diversified character of the city's industries—these explain, in large measure, Baltimore's growth in foreign trade.

In foreign trade, in domestic and local, Baltimore is showing above-average business activity. What this can mean to you is obvious: As most advertisers already know, Baltimoreans are most readily reached through regular use of The Sunpapers.

THE SUNPAPERS in July

Daily (M & E) 289,555

THE
MORNING



SUN
SUNDAY

New York: John B. Woodward, Inc.

Chicago: Guy S. Osborn, Inc.

Atlanta: A. D. Grant

Detroit: Jos. R. Scolaro

San Francisco: C. Geo. Kroegem

ports Second Port in Foreign Trade

United
ter vol-

50, 1950,
re avail-
average

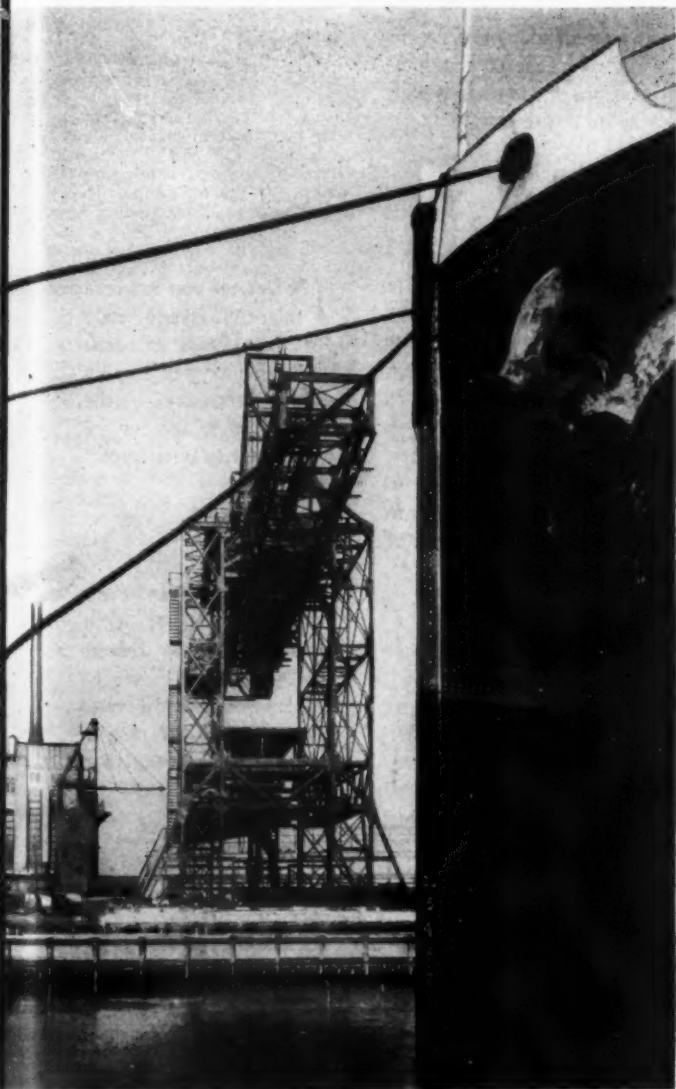
gn trade
tons, a
ending

altimore
rate dif-
idely di-
ustries—
altimore's

altimore
activity
ous: As
moreans
ular use

July
55

UN
SUNDAY
Osborn, Dr
R. Seolaro



IT is important to clearly comprehend the limitations of a market as well as its possibilities.



FOR instance, the Detroit Market is composed of people in every walk of life . . . in all financial conditions. Some have the money to buy what advertising offers and are prospects. But some are unable to buy and to advertise to them is pure waste of money and selling effort.



ALL the sales pressure of an advertising campaign must be concentrated on the potential purchasers in the market.

IN Detroit you can confidently depend upon the Free Press to reach and influence the buying group of the city . . . the only group which can be advertised to with profit.



AND the Free Press will deliver your advertising to buyers without waste, without duplication and at a lower cost per line, per unit of purchasing power, than any other newspaper in Detroit.

The Detroit Free Press

VERREE &
National



CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

before they go ahead on any plan of extension. These industries, however, are comparatively few in number and their problems eventually must lead into the principles of market extension.

Of course, one of the basic factors to be discussed in any market extension program is advertising. In an earlier article, "The Ingredients of a Successful Association Advertising Campaign," *PRINTERS' INK*, July 9, 1931, I discussed in some detail some of the essential things which must be considered by an association in launching an advertising campaign. The reader is referred to this article for a more extended discussion of details of association advertising.

Advertising, undoubtedly, is considered too lightly by many associations. The reason for this in many instances is because they considered it too seriously at one time; that is, they thought it had some magic by which the mere initiation of an advertising campaign would bring millions of dollars in new sales to a whole industry. The process of debunking through which advertising has been going during the last few years has had its wholesome aspects. Perhaps the greatest of these is in bringing about a realization of what advertising really can do.

Association advertising has been far from uniformly successful. In fact many association campaigns have been dismal failures. In no instance has the fault been due to advertising *per se*. Associations have tried to advertise before they were ready. They have launched advertising campaigns which they were not financially able to carry on. They have chosen themes and used copy which were so full of generalities that the whole advertising investment was wasted.

One of the essentials to a proper market extension program of any association must be a proper understanding of the possibilities and obligations of advertising. It must envision advertising as something besides full pages. It must look upon advertising in all of its branches with the idea of choosing the branch which is most fitted to a particular association's job.

Before going into advertising an association must first convince itself that it is ready to advertise; second, it must have the funds available to carry on a good advertising campaign; and third, it must choose a copy theme, based on extended research, which will really accomplish the job that the association needs.

(To be concluded)

Heads Sales of New White Company Division

J. A. Kiggen, Jr., for the last two years New York State manager for the White Company, Cleveland, has been appointed sales manager of the newly formed coach division of the company. He will maintain headquarters at Cleveland. Mr. Kiggen has been with the White Company for ten years.

B. M. Angle with Western Agency

Bruce M. Angle, until recently advertising manager of the Armour Fertilizer Works, has joined the Chicago staff of the Western Advertising Agency in a contact capacity. He was previously territorial advertising and sales promotion manager of the International Harvester Company.

A. A. Trostler, to Direct Columbia Phonograph Sales

Arthur A. Trostler has been appointed general sales manager of the Columbia Phonograph Company, Inc., New York. Before joining Columbia he served as a sales executive for the Freed-Eismann Radio Corporation and the Brunswick Radio Corporation.

Chicago Office for Foreign Language Service

Advertising Agencies Foreign Language Service, Inc., New York, has opened an office in Chicago at 140 So. Dearborn Street. Franklin E. Wales, vice-president, is in charge of the new office.

Now MacBride & Ullman

Harry Hatch Ullman, until recently general manager of the Keely Department Store in Atlanta, and formerly with Amos Parrish & Company, is now associated with Burt MacBride, New York, retail sales promotion and advertising. The firm name will be MacBride & Ullman.

J. H. McGillvra with "American Druggist"

Joseph H. McGillvra, who formerly represented the *Redbook Magazine* from its Chicago office, is now with the *American Druggist*, New York, covering New York and Pennsylvania accounts.

Is the Retailer Lagging in Reducing Prices?

A Mathematical Analysis from the Retailer's Point of View of a Timely Topic

By Murray C. French

Controller, The Fontius Shoe Company (Retail)

FOR more than a year, retailers' prices have been the butt of caustic criticism by manufacturers.

The charge has been made repeatedly that retailers have not lowered their prices in proportion to wholesale reductions. This, it is claimed, has greatly retarded the return of active business.

Actually, the principle of reducing retail prices the same percentage as wholesale reductions is absolutely faulty—for 1931. It will not stand the test of a little sixth grade arithmetic. Yet it has been preached so ardently by manufacturers that many retailers have been persuaded no other policy should be considered.

Retail price reductions have been "investigated" by various individuals and the results have usually justified whatever conclusions the investigator wished to prove before he started.

The most accurate, comprehensive and impartial information, however, may be gleaned from the report recently made public by the Harvard Bureau of Business Research in co-operation with the National Retail Dry Goods Association. It discloses the 1930 operating figures of 649 firms representing 25 per cent of the nation's department and specialty store volume.

This survey shows the gross margin obtained in 1930 to be approximately 0.2 per cent of the total sales lower than in 1929. Previously, 1929 margins had shown little change from those of 1928. In other words, retailers as a whole have been lowering their selling prices at a greater rate than the reductions in their buying prices. And this regardless of the prices on individual products or in certain communities.

But is this policy right? If the

cost price is reduced 10 per cent should the selling price be reduced 10 per cent also?

Theoretically, the retail price is the sum of three things, (1) wholesale cost, (2) expense, and (3) profit, not to mention mark downs, a subject foreign to this discussion. The wholesale cost is only one item in the total and if we apply the same percentage of reduction to retail prices as to wholesale costs we are presuming expenses will be reduced in the same proportion. Alas, such is not the case!

A Little Arithmetic

Now for a little arithmetic. Suppose there is a 10 per cent wholesale reduction on an item which last year cost \$6 and sold for \$10. The new cost will be \$5.40 and if the retail price is reduced 10 per cent also, that means the gross margin, the money from which we pay our bills, will shrink from \$4 to \$3.60, also a 10 per cent reduction.

Will the expenses in dollars be reduced as much? They ought to, you say. So say we all, but experience says not.

Going back to the Harvard report we find that while sales decreased about 7 per cent last year, the dollar decrease in expenses was less than 1 per cent of the sales. It follows, of course, that the expense percentage took a sizable jump.

The point for the manufacturer to note is that it cost the retailer very nearly as much *per item* to sell goods in 1930 as in 1929, regardless of reduced prices. And no one can deny that in 1930 retailers made a heroic effort to cut expenses at every point and to force volume to its utmost.

These facts all point to one

Just To Be Different— We Boast of Our Losses!

With a tight clutch on the tiller and no chart to guide us, we set sail on the treacherous sea of the negative appeal.

In the first six months of 1931 all Chicago newspapers took it right on the button, which should be neither news nor an incautious statement in these days. And of them all the Chicago American lost the lowest percentage of display advertising.

And what of it? This—that it is better proof of performance than all the gains ever registered in flush days. Space today is bought on results, and no high-pressure artist, no gaudy theory, no talk of "the prestige of our medium" can make the space-user forsake the bird in his hand for fifty in the bush.

We say unblushingly that we must be doing a better job of delivering the goods, at a time when they are vital, to have receded so much less from our lineage peak than have older and once far more firmly entrenched competitors.

CHICAGO AMERICAN

a good newspaper now in its
ELEVENTH YEAR of circulation
leadership in Chicago's evening field.

National Representatives: RODNEY E. BOONE ORGANIZATION

definite conclusion: Retail price reductions should be made, not on a *percentage* basis, but on a *horizontal* basis. They should reflect wholesale *dollar* reductions, not wholesale *percentage* reductions.

If the cost price is lowered \$1 then it is safe to lower the retail price only \$1, regardless of the percentage reduction involved. That is what is meant by a horizontal reduction. It automatically increases the mark up *percentage*, a thing which retailers are loath to do, yet it may be the only way out of the present no-profit bog.

Figuring reductions on a horizontal basis leaves the same amount of dollar gross margin per item from which to pay expenses—which is not far from the way actual retailing operations are turning out this year.

Are manufacturers experiencing lower selling costs *per item* this year because of their reduced prices? Most assuredly not! Neither are retailers.

Of course in the long run it costs less per item to sell \$5 shoes than \$10 shoes, less to sell \$30 rugs than \$300 rugs, since these are entirely different grades. But presuming the quality remains unchanged, the only difference being the current reduction in price, there appears to be little, if any, reduction in selling expense *per item* during the hard-selling times of 1931 as compared with the comparatively easy-selling times of 1929.

The principle of horizontal price reductions may not apply to conditions five years from now, nor to ideal conditions as we might wish them to be. But it certainly does apply to actual conditions as we find them in 1931.

There is another point to this price reduction problem on which retailers must take issue with the usual argument of manufacturers. When a manufacturer says: "We reduced prices 15 per cent, you should do the same," he is presuming the former retail prices were adequate and producing a satisfactory profit.

In some cases this is true, in others not. Taken as a whole we

face this disturbing fact: For fifty years the best minds in retailing have been waging a losing battle against rising expenses. Gross margins have not risen in proportion, and we find profit, that delicate little figure in between the two, has been squeezed smaller and smaller until in 1930 it became a minus quantity, so far as department stores were concerned.

Nor can this present situation be laid to any lack of advertising. According to the Harvard report, every volume classification showed an increased advertising expense percentage. So the proportionate quantity of advertising was used, to say nothing of the quality.

The salary percentage, too, has risen, as has every other division of the expenses. It certainly seems logical, therefore, to insist that the retailer's critics quit hounding him to reduce his margins still further, at least in the department store field.

Of course I realize that neither wholesale nor retail prices result solely from mathematical calculations. Many other factors enter into the problem. But at that, the right answer cannot be expected unless the mathematical angle is properly understood.

Scripps-Howard Promotes F. T. Carroll

Frank T. Carroll, business manager of the Pittsburgh Press, has been promoted to the Scripps-Howard general offices at New York and will be associated with the general management in the particular field of expense control, according to W. G. Chandler, general business manager of the Scripps-Howard Newspapers. Mr. Carroll will be succeeded at Pittsburgh by Frank G. Morrison, now business manager of the Indianapolis Times.

Mr. Morrison will be succeeded by Earl D. Baker, now business manager of the Washington News. Nelson P. Poynter, now advertising manager of the News, takes Mr. Baker's place as business manager.

Rutledge Bermingham Joins Doremus

Rutledge Bermingham, formerly with the Chicago office of the United States Daily, has joined the Chicago office of Doremus & Company, advertising agency, as a member of the radio department. He was at one time vice-president of the Engineering Magazine Company, Chicago, with which he was associated for thirteen years.

RECESSION, DEPRESSION, OR RETROGRESSION



The First IS WHAT WAS PREDICTED



The Second IS WHAT OCCURRED



The Third IS WHAT CAN HAPPEN

THE manufacturer may see his goods become the subject of frenzied price-cutting. He may find sales going to lines of cheaper quality because of poor dealer effort. Either way, he is losing ground.

Patience may have its virtues. But in facing this situation, those who merely stand by are by no means standing still.

The means of meeting the situation are clear. Keep fresh the dealer's interest in the line. Resell him your original merchandising idea. Give him concrete information on the values in your line. Devise selling helps that he can fit into his picture.

The experience for making more friendly and aggressive dealers is here in good store. May we show you what we are doing for other manufacturers?

Without obligation.. Naturally

Charles Francis Press

PRINTING CRAFTS BUILDING

461 Eighth Avenue ◀ ▶ New York

Boston Globe R

Their only premium is

TO more than 300,000 families, the Boston Globe is in itself a premium. They are reading it for their own enjoyment—to keep abreast of the times. They buy it not to win prizes—but to read the latest news, interesting editorials, up-to-the-minute sports comment, informative advertising—features of the Globe for which they have shown a steadily growing preference.

For over 50 years, the circulation of the Globe has been increasing because of this strong reader interest. Today its net paid circulation for the 6 months ending June, 1931, was greater than that of any other similar period in its history. And *this in 1931!*

• • •

Have you seen a copy of this paper? A card addressed to Dept. A, Box 189, Boston, Mass., will bring you several

THE BOSTON G

be Readers

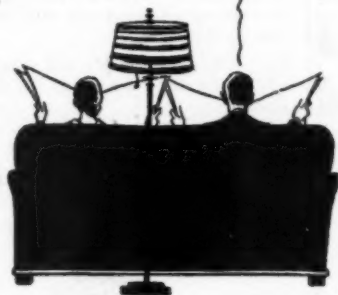
um is the newspaper itself

free copies...enable you to see for yourself why the unusual make-up of the Daily and Sunday Globe makes advertising more effective.

Boston merchants know the value of this paper. Why not follow their example in your own case?

• • •

The Boston Sunday Globe publishes more advertising than any other Boston paper. Daily and Sunday, the AAAA Survey of Boston papers shows the Globe covers the real buying group of the Boston market.



N GLOBE



A great ship asks deep water

GREAT liners do not ride on the surface of small streams as great and leading newspapers do not touch only the surface of inconsequential markets.

The Cincinnati Times-Star, a great newspaper, digs deeply into the large, active, buying Cincinnati market, goes far into the reader consciousness, gets action and produces the sale.

Cincinnati advertisers for years have known how effectively The Times-Star penetrates the market and for years The Times-Star has carried the bulk of their advertising. During the first six months of 1931 The Times-Star carried 35% more lines of display advertising than the second paper, and 40% more lines than the third paper.

You, too, can profitably and economically sell Cincinnati by the use of The Times-Star alone.

THE CINCINNATI TIMES-STAR

HULBERT TAFT

President and Editor-in-Chief

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York



Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Avenue
Chicago

MEMBER OF A. B. C.—100,000 GROUP—MEDIA RECORDS

Hesitation or Advertising?

Here Comes the Fall Season, Needing Initial Energy to Start Things Moving

By Roy Dickinson

IT was the last week in August in 1921. Business was stagnant. Millions of men were out of work. No one could see a way out. The circle seemed too vicious to be broken.

The *Commercial and Financial Chronicle* of August 20, 1921, said: "Unemployment is increasing. It is up to 5,735,000 in this country. The production of iron and steel is the smallest in eighteen years past and is only 25 per cent to 30 per cent of capacity."

The Executive Council of the American Federation of Labor then, as now, was meeting at Atlantic City and urged on Congress that the credit of the country, "be used for the encouragement of productive processes to relieve the unemployment situation which is nearing a dangerous crisis."

German competition, which was said to be flooding the country with cheap, unbranded merchandise, was just as much of a bogey man then as Russian competition is now, as a glance at the business papers of the period proves. All the comments were as blue and pessimistic as they are now.

Many advertisers, who had lost nothing but their nerve, had quit or cut down. Others, realizing that it is easier to make advertising progress during periods of business depression, actually increased appropriations with results later mentioned.

Some men, writing in *PRINTERS' INK*, saw what later we proved by industrial history—that advertising is by itself a great initial force capable not only of helping individual concerns but also of breaking vicious circles.

I quote from articles in the last August issue of *PRINTERS' INK* in 1921:

Today the people of the United States are standing in a circle of selfishness. Everybody is looking for the other fellow to

make the sacrifice. The people in front of us seem too stubborn to move ahead and the people behind us can't advance while we stand in their way.

* * *

We have more money and credit than any nation under the sun ever had in any period of history.

We have the world's greatest natural resources.

* * *

The interested manufacturer will tell you that we can't do anything until we get a new tariff. That he can do nothing by himself until economic conditions get better.

* * *

When this whole nation starts in to fight, with the largest caliber of the greatest weapon ever devised for making commercial killings—advertising—the nation's money, which is so abundant, will come out of its hiding places and the goods will be sold and the orders will multiply and every good industry in the land will work full time and every honest worker will make full pay.

* * *

Who is going to apply the initial energy that will start the whole circle moving toward commercial and industrial progress and prosperity and universal human happiness?

The greatest energizing force that exists in the world today is advertising.

* * *

Let's put initial energy to work—and every man start with his own advertising. Bump the man in front of you and soon the circle of American industry will be whirling at the good old speed again.

* * *

Now this point is worth remem-

bering. In the midst of the deep fog that enshrouded business, it is a fact that *the greatest bull market in history had actually started on almost the day these statements appeared.*

No one recognized the bottom of that depression when it arrived. One looks in vain for one writer, public speaker, economist or business men who said "here is the bottom of the valley. From here on we go up and on."

Advertisers who increased their efforts then, who had their nerve with them when things looked darkest, profited greatly. Professor Roland S. Vaile's complete studies of what happened to 125 national advertisers who increased or decreased their expenditures in 1921, as looked back on from the vantage point of 1924, proved conclusively that advertising nerve is profitable to the individual.

It is too bad that we must look back on these periods to get the whole picture. Again many advertisers are hesitating as fall approaches, though others are planning increases. The latter are sure to profit individually unless the world goes on the rocks—a place it has approached hundreds of times in history but never hit yet. But just as important as history's bet that increased advertising now is the most profitable investment a concern can make, is the angle that advertising is actually a source of initial energy to start things moving.

Now I'm going to mention economics in this connection, but wait a minute. I agree that economists are poor prophets, gloomy people, divided into numerous schools of thought and that they have plenty of kicks coming their way. Yet the very man who pooh-poohs their science will refrain from increased advertising and sales promotion efforts in bad times because someone has taken him to the primary grade in economics and told him he "can't get around the law of supply and demand." He thinks he must wait until something mysterious happens in "impersonal economic forces" before he starts his big campaign.

Now that is a lot of boloney.

If that same man would read a book on the "law" of supply and demand he would see charts, scores of facts to prove that what might have been a law in the days of Ricardo and Mill in a restricted territory before the industrial revolution, has been changed—made foolish by modern business with its gluts, its international balances—by advertising itself.

Any business man who thinks it is not "sound economics" to increase advertising in such a period, who hasn't been convinced by the scores of specific cases appearing in the pages of *PRINTERS' INK*, should remember the real economic function of all advertising over the ages. It is thus expressed by George B. Dibblee, Oxford M. A., student and authority on economic history in his book, "The Laws of Supply and Demand":

"Economically speaking, the function of all advertising and all solicitation of demand is to maintain suction during the lapses between periods of natural recurrence of demand. It induces demand at a pressure, which is more or less even, instead of permitting it to come fitfully at moments when the organization of supply is ill prepared to meet it."

To prove that Dibblee's Law of Advertising is a sound one, there are available scores of specific incidents on how advertising has ironed out seasonal curves, how it has paid individuals in bad times to increase advertising and sales pressure, how Skinner, Wrigley, Procter, Ludwig Baumann, Studebaker, Ludens, Chrysler, scores of leaders, have proved time and again what shouldn't need further proof since it has been proved so often.

Another company proving it right now is Golflex, told about by John L. Wilkin, president of Wilkin & Malito, Inc., elsewhere in this issue.

The fundamentals as expressed by Dibblee above which make a certain course of action bring certain results, are the same always. A prominent banker and student of economic history recently expressed the same idea:

"I seriously advise now the great-

★ *New York's* *Most Interesting Newspaper*

FOR FOOD ADVERTISERS

Interesting to its readers because they like the paper and mighty interesting to food advertisers because they like the business created by the 300,000 daily American families who buy and eat foodstuffs for nearly 1,000,000 meals a day and 3,000,000 meals on Sunday. That's a *lot* of food!

The American is interesting to food advertisers also because it has the only Woman's Page published by a standard-size morning newspaper. And interesting because of the influence that *Prudence Penny's* articles, talks, and merchandising have on food sales.

As an indication of how national advertisers are using this newspaper, the grocery lineage in the American during the seven months of 1931 topped the same period of 1930 by 131,116 lines.

Whatever grocery product you have to sell in New York the American has a market of more than 300,000 families daily and more than 1,100,000 Sunday to speed your goods from dealer shelves to dining tables.



**New York
American**

New York's Most Interesting Newspaper

Nationally Represented by PAUL BLOCK and ASSOCIATES

est possible use within the limits of sound, long-shot business sense, of men and material in advertising and selling effort. I consider this economically sound advice because such expenditures will create purchasing power without creating goods, and further because such activities will wear out existing material rather than increase their present plant facilities and present stocks of unconsumed goods."

There is a fundamental worth remembering. The 33,000,000 people still at work have plenty of money to furnish the initial buying impulse to start wheels turning later and absorb the millions who loom so large in our mind, because at this moment they have no purchasing power. Some initial impulse has to start the machine.

Advertising is a logical choice as that impulse because that is its true economic function. As Lloyd Skinner, president of Skinner Manufacturing Company, pointed out recently, "if a product is worth advertising in ordinary times to the extent of a certain percentage of the projected sales volume, it is worth going beyond that percentage at this time."

Looking once more beyond the individual who will profit in the future if he invests more money in advertising now, consider once more the initial impulse idea. The man who stops advertising is sometimes the one who gave advertising much credit for increased sales in boom times but won't reason the same way now. He says now, "What can I do by myself against these economic conditions?" He thinks he "looks out for number one" when he cuts down effort.

In their famous "Fable of the Two Advertisers," William Tru fant Foster and Waddill Catchings, economists of the Pollock Economic Foundation, say this about the man who didn't cut his advertising:

"He also was looking out for number one. At the same time, he was giving a much needed lift to one hundred and twenty million. And some of the one hundred and twenty million bought. He not only helped present morale but a good many jobs as well. It paid every-

body for this man to advertise."

It is a time for stepping out to invest more money in creating and producing salability. Like new equipment it won't pay out next week or next month, but it is a necessary investment for next year, three years hence. Salability and consumer knowledge, a greater asset than any other a manufacturer has, are worthy of attention and increased investment now.

Where normal is and what we do when we get there, if there is any such place, may be left for academic discussion. Economically, it is true that it is impossible to be prosperous today unless we are preparing to be prosperous tomorrow. There is more in that than appears in the words alone, for it is based on law of future production, new capital facilities, capital goods and many of the economists' pet words.

But it is a surer law than any other the economists can produce. Bad times, merely a postponement of normal consumption, can only be overcome by an initial impulse. Buyers are made, not born. There are enough of them for the impulse to carry far if the men who have the resources to advertise will increase their efforts now.

The ones who do will be the high men in some future study of what happened to national advertisers during the depression of 1931 and will also have the satisfaction of knowing that they helped furnish the power that again lifted industry out of a deep, dark rut.

To Publish "The New England Sportsman"

The New England Sportsman is the name of a new monthly magazine which will start publication with a September issue. It will be published from 11 Avery Street, Boston. M. W. Burlingame, at one time advertising manager of the *National Sportsman* and later for several years editor of "Advertising Club News" published by the Advertising Club of Boston, will be editor of the new publication.

D. A. Brown, Publisher, "The American Hebrew"

David A. Brown has become president and publisher of *The American Hebrew*, New York. He succeeds Rabbi Isaac Landman, editor of the publication since 1918.

ertise."
out to
ng and
new
next
it is a
t year,
y and
er as-
cturer
n and

at we
ere is
it for
ically,
ble to
ve are
omor-
an ap-
r it is
action,
goods
s' pet

n any
oduce.
ement
nly be
pulse.
There
pulse
have
ll in-

e high
what
tisers
l and
on of
urnish
lustry

gland

is the
which
ember
m 11
Burlin-
anager
er for
rtising
vertis-
of the

er,
w"
resident
ebrew,
Isaac
since

*Here's How Times Have
Changed in PITTSBURGH*

12.6% Gain in Total Display Linage

With both other Pittsburgh newspapers showing heavy losses, The Sun-Telegraph, in July, made the substantial **gain of 116,301 lines** in Total Display Advertising.

The advertising trend in Pittsburgh continues to The Sun-Telegraph.

Based on figures by Media Records, Inc.

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES

While You Are Waiting for MAGAZINE COSTS to Come DOWN

IT is true that magazine costs, on the average, have decreased but a fraction of a per cent while commodity prices have dropped 30 per cent.

But many publishers have met the situation by increasing the physical value of their magazines. They feel, and perhaps rightly, that conditions for them are already adjusted.

In the Meantime, You Must Make Sales

With appropriations being put on a Post-Depression basis, the problem of increasing dollar coverage becomes acute. For such appropriations Liberty now offers one answer.

Liberty's cost, unlike that of any other magazine, has dropped 35 per cent during the past five years.

And now, like many other magazines, Liberty offers a vastly improved physical property.

Over a Quarter Million More for Better Paper and Editorial Contents

Since Liberty became a Macfadden magazine in April, paper stock improved on two separate occasions. Just closed, now, is a new paper contract, the largest quality paper order ever placed by a single magazine, to take effect beginning January, 1932. This involves an expense of \$160,000 more a year.

In addition, editorial, art and manuscript activities — already successful in building the most-asked-for magazine in America — are being stepped up to the tune of \$100,000 more a year.

What Your 1931-32 Dollar Buys:

Liberty	565 families
Average of 3 other Weeklies	377 families
Average of 2 Monthlies	391 families
Average of 6 Women's Magazines	285 families

THE YARDSTICK OF

COMPARE With Any Other Magazine

1. HOW MUCH?

Liberty averaged 2,401,416 weekly circulation for 1930, 2,501,130 for the first quarter of 1931.

2. WHO?

Liberty is deliberately edited for both men and women. It is read by 2,750,000

men and 3,009,000 women. Result records have been broken for men's and women's products alike.

80% of all Liberty families above \$2,000 income class

65.8% U. S. average

52% own homes 37% U. S. average*

84% have telephones 39% U. S. average

58% have radios 46% U. S. average

50% have vacuum cleaners 37% U. S. average

Think what Liberty's new management throws open to Post-Depression appropriations *now*:

50 per cent more coverage than in other Weeklies

45 per cent more coverage than in Monthlies

98 per cent more coverage than in Women's Magazines

What Do They Think of It?

Within 60 days of Liberty's purchase announcement carrying the assurance of an improved book *plus continued low rates*, 92 advertisers

and 58 agencies had sent in \$1,521,-677 worth of new orders.

A gesture of good will, perhaps, but more likely a reflection of hard pressed appropriations suddenly faced with an opportunity to do 50% to 100% better than elsewhere.

One of them says: "Liberty is giving Advertising a chance to get on the job for Business—now."

Write without obligation for booklet: "To every man with \$1 to spend in advertising." Liberty Magazine, 2707 Graybar Building, New York City.

AMONG ADVERTISERS NOW APPEARING IN LIBERTY

American Safety Razor Corp.
American Tel. & Tel. Co.
American Tobacco Co.
Axton-Fisher Tobacco Co.
B. V. D. Co.
Barbasol Co.
Bauer & Black
Beech-Nut Packing Co.
Borden Co.
Bristol Myers Co.
Brown & Williamson Tobacco Co.
Chesbrough Mfg. Co.
Chl. Mil., St. Paul & Pac. R.R.
Chrysler Motors Corp.
Cluett-Peabody & Co.
Coca-Cola Co.
Columbia Pictures Corp.
Crosley Radio Corp.
R. B. Davis Co.
Jos. T. Dixon Crucible Co.
Encyclopaedia Britannica, Inc.

Ethyl Gasoline Corp.
Florida Citrus Exchange
General Motors Corp.
Gillette Safety Razor Co.
Alexander Hamilton Institute
Hewes & Potter
Hinze Ambrosia, Inc.
Chas. E. Hires Co.
Houbigant, Inc.
Indian Refining Co.
International Mercantile Marine
Jantzen Knitting Mills
Johnson & Johnson
Kellogg Co.
Kolynos Co.
Kress & Owen Co.
Lambert Pharmaceutical Co.
Larus & Bros. Co.
Lever Bros. Co.
Mennen Co.
Philip Morris & Co.

Northwestern Yeast Co.
Norwich Pharmacal Co.
Parker Pen Co.
Pepsodent Co.
Pompeian Co., Inc.
R. C. A.-Victor Corp.
R. J. Reynolds Tobacco Co.
Sinclair Refining Co.
A. G. Spalding & Bros.
Stanco, Inc.
A. Stein & Co.
Texas Co.
Vapo Cresolene Co.
Veldown Company, Inc.
Wander Co.
G. Washington Coffee Co.
L. E. Waterman Co.
R. L. Watkins Co.
Western Clock Co.
W. F. Young Co.
Zonite Products Corp.

Liberty... a weekly for the whole family

PRICED FOR POST-DEPRESSION

CIRCULATION QUALITY

34% have electric washers
29% U. S. average
15% have mechanical refrigerators
8% U. S. average

*In cities covered by Starch Survey

3. WHERE?

Liberty concentrates three-quarters of its circulation in cities over 25,000 population. Liberty places more circulation here (where three-quarters of all retail business is done) than any other magazine.

4. HOW READ?

Liberty is wanted enough by its readers, that 99% of them buy voluntarily week after week. No expensive subscription crews are necessary to sign up readers 6 months or a year or two in advance. 99% single copy circulation is 99% guaranteed-to-be-read circulation.

Then, instead of burying 90% of its advertisements after the start of the *last* story, Liberty alternates advertisements and story leads throughout the book. Surveys show this nearly doubles readers-per-advertisement.

BUSY— AS USUAL!



MONTEVIDEO, MINNESOTA

A typical small town trading center in the Northwest.

YOU should see Montevideo, Minnesota, or any of the 1,300 other small towns in the Northwest on shopping day—they more than double in size. Merchants get from 65 to 85 per cent of the business from farm folks. Consequently, supply and demand for merchants here is governed largely by the likes and dislikes of farm trade. A great market in which one wholesale center and one advertising medium accomplishes the merchandising job! **THE FARMER**, the weekly home paper of the farm for almost 50 years, has a larger circulation (275,000 homes) than any publication of any kind in the territory.

THE FARMER
Established 1882
Farm, Stock & Home
 Saint Paul, Minnesota

New York—Wallace C. Richardson, Inc., 250 Park Avenue
 Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

If You Can't Lick 'Em, Jine 'Em!

Merchandisers of Today Should Advertise Whether They Believe in Advertising or Not

By Marco Morrow

Assistant Publisher, The Capper Publications

A LONGSIDE a public highway leading to Wichita, Kans., there is a large painted bulletin board containing a sentiment something like this:

"Advertising is economically right because, through increasing volume, it makes merchandise cost the consumer less money."

As I read this sentiment recently, I couldn't help thinking how foolish and futile it is to be always attempting to justify advertising. I do not mean that it lacks ample justification and that practically a water-tight case cannot be made out in its behalf. But, even if advertising were the devouring monster that some people affect to think it is, it would still require no apology, no justification, no explanation.

Advertising is an integral part of our present economic set-up. You may be a devout believer in it, as I am, or a skeptic such as Stuart Chase; but this does not alter the fact that if you are going to keep pace with modern-day competition you have got to keep hammering away at people in some way or other for them to buy your goods.

If you have to use a thing, whether you like it or not, why argue about it?

Three years ago America was pretty well convinced that we had entered into a new economic era; poverty was about to be abolished and hard times could never come again. In ten years our average productivity per human worker had increased 50 per cent—in some industries 100 per cent—and the end was not yet. We had the capital, the machines, the science and the ability to produce more goods than enough for all. Our only concern was whether consumption could keep pace with production; our only fear was not of famine nor want, but of a plethora of things,

a deluge of commodities—over-production.

It was the duty, then, of every man, woman and child to consume; to buy and buy; of every family to become a two-car or a three-car family; of every woman to have a separate pair of shoes and a different hand-bag for every gown, to discard instantly perfectly serviceable articles as soon as something more modish or more convenient or more efficient was offered.

We were to attain and maintain prosperity not by saving but by lavish buying. We were to get rich by spending. It was as useless to talk thrift to the pleasure-seeking masses as it was to talk virtue to the ultra smart-set now flocking to Reno. The notions were old-fogy and "obsolescent."

Looking at all this in retrospect, it may sound rather silly. Just the same, back of that way of thinking was an idea that was basically sound. The fundamental theory was right then and it is right now. The only trouble was that industry had not learned how properly to apply it. It is an economic truth that if industry is to thrive, its products must find a ready market.

Where Industry Fell Down

Where industry fell down—as I think we all recognize now—was in its failure to see to it that consuming ability was increased as rapidly as production. Wages of consumers did not increase and retail selling prices did not decrease in keeping with the increased volume and lower costs of production; consequently we produced more goods than our markets could absorb.

But we are muddling through. Dealers' shelves and wholesalers' warehouses are depleted; gradually business will regain confi-

dence; mill and factory will resume operation and recovery will set in. Unless a miracle happens through which sane business men will be led to exercise a little foresight and to plan collectively for business as a whole, we shall have another business cycle with prosperity leading again to crisis, depression and subsequent recovery, if we don't go to smash in the meantime.

We probably won't smash. We may evolve a new philosophy of business, which will throw some safeguards about our next era of prosperity. But whether we do this or not, insatiate industry will continue to cry incessantly for sales, for spending, for consumption. Industry spreads its greedy tentacles of super-salesmanship, merchandising, advertising, to grasp every dollar in sight and to lay a mortgage upon the unearned dollars of the future. That is the inherent "nature of the beast." As now constituted it dare not do otherwise.

And this is the 1931 merchandiser's greatest competitor: this urge of business to distribute the products of industry, in the largest possible volume, in the shortest possible space of time. Modern competition, as we have gradually learned, is not competition between "competitors" in the same business, but competition between *lines* of business, between industries, all of which are bidding for Mr. Consumer's dollar.

In our present economic system, this competition seems good; at least it is inevitable. It calls for an advertising expenditure of two billion dollars annually—two billion dollars, every one of which is crying "Buy! Buy! Buy!" Buy a new automobile, buy a trip to California, buy a radio, a refrigerator, a this, a that or the other thing—and it's all good for business. And advertising has a ready justification, if justification is needed.

"I am serving the physical and material needs of the people," advertising could say, "as no people were ever before served. I am the engine of progress. I am building a greater civilization—material and

social. I raise the standard of living; I bring some of the joy of life to the toiler; I constantly supply new things which break the dreadful monotony of humdrum existence. I give that variety which is the spice of life. And I grow by what I feed upon. All I ask of you, Mr. Consumer, is that you take what I offer at a more or less fair price. Buy! Buy! Buy! Thus will business prosper, and thou shalt wax fat in the land which the Lord thy God hath given thee."

Yes, advertising justly speaks quite highly of itself.

Under this sort of system a person's competitors for the dollars of the masses necessarily depend upon advertising to get business, to create new business, to hold old business.

Maybe a person does not like the system any too well. But what is he going to do about it if he wants to hold his own with the rest of the procession? Out here in Kansas where we take our politics seriously, if not always straight, we have a maxim handed down from a pioneer politician. It is this: "If you can't lick 'em, jine 'em!"

And there is the answer to the problem of more than one producer at this time—advertising. Not a panacea, not a cure-all. But advertising of the right sort will certainly go a long way toward solving the difficulties of him who has something to sell.

Just one case in point:

For a long time the lumber and building industry has been doing a great deal of complaining about the effect this constant urge to buy has had in causing fewer people to own the homes in which they live.

They have said the trend of modern merchandising methods is to change people's ideas and habits in this respect. They say that many people would now prefer not to bother with a house if they could find a suitable apartment; that some families would rather have an automobile and a radio than a home. The common complaint is that commercial bankers frequently tell young men that it

I've Got My Little Finger Sticking Out



My better half tells me that only chorus girls and street car conductors raise their little finger when they drink coffee or want to create a ritzy effect. Furthermore, she reminds me that Emily Post looks with scorn on this humble proletarian practice. Nevertheless I must admit that I like to climb down with the humbles and stick it out once in a while myself, although during the present highly advertised depression I haven't really had the nerve to practice this graceful gesture. But now I'm making up for lost opportunities by sticking it out every five minutes. . . . Because the exclusive Hotel Pierre in New York has just informed us that their exclusive advertising in The Examiner is pulling to beat the band. That really is something to be hihatty about—because Hotel Pierre is one of the finest hotels in New York, and The Examiner is one of the finest a. m. newspapers in America. It proves pretty conclusively that if The Examiner can pull hotel guests clear across the continent, it can also pull dollars into your retailers' cash registers. So if your product appeals to exclusive people, follow the example of big advertisers and advertise exclusively in Los Angeles in The Examiner (largest a. m. and Sunday circulation of any newspaper in the West). . . . And before you know it, you'll be doing so much business out here that you won't care what Emily Post thinks about sticking your little finger out.

**LOS ANGELES
EXAMINER**

Put Your Message Before the Moderns

is folly for them to tie up all their savings into anything as fixed as residential property. It is said also that only a rich man can afford the luxury of owning a home—that taxes, repairs, depreciation, and worry amount to more than the rental charge for a better house.

Inasmuch as the building industry has not succeeded in beating the condition brought about by the efforts of aggressive advertisers, hadn't it better "jine" those advertisers? And there are plenty of sound arguments upon which the presentation could be based.

Let's take a little fundamental economics. Our national capital consists of what we have saved in past years from what we produced; it's that part of production which is not consumed. A large part of this saved-up capital goes back into the work of production; it is invested in factories, mines, mills, railways, machines and equipment of all kinds utilized to produce more goods. This is called "producers' capital."

A lesser part—consumers' capital—is invested in life rather than production. It builds homes, buys motor cars, furniture—the equipment of living. Producers' capital is made up in large degree of profits—rather than savings. While the general public, working men and employees, have in the last decade invested heavily in life insurance and to some extent in stocks and bonds, in the main our great industrials, like the Ford Motor Company, have been able to finance their growth and expansion from their own profits. The savings of the people have largely gone into consumers' capital.

Now, one of the most important factors in bringing about the period of depression in our business cycles is the over-expansion of producers' plants and equipment. The automobile industry, we will say, shows signs of prosperity; in a short time we build and equip enough automobile factories to produce two or three times as many cars as the market can possibly absorb. We have built in Kansas enough flour mills to mill

our 200 million bushels of the best wheat in the world, in 100 days. And so on. A surplus of producers' capital leads inevitably to over-expansion and consequent loss.

What Bankers Should Do

Now, it seems to me that the commercial bank as representative of producers' capital would be mightily interested in maintaining a proper balance between the capital they represent and consumers' capital. It seems to me that with our banks stuffed with idle money and the gold of the world in our coffers, the banker would be especially keen upon keeping consumers' capital out of the money market and into construction—one of the key industries around which prosperity revolves. It seems to me the banker should encourage the consumer to invest his surplus in life rather than in production. I am neither a banker nor an economist, but that's the way it seems to me.

The building industry has been going along on the basis that the sentiment which clusters around the family hearthstone is a powerful factor in promoting the home owning idea. This, builders say, is human nature, and human nature does not change. But human behavior does change. Mass opinion, herd thinking, fashions in thought and ways of living, ambitious, estimates of values—all these change as rapidly as fashions in dress.

It is not safe, therefore, to assume now that every man has a burning desire to own his home; the tendency is in the other direction.

Many economists profess to see the passing of the farm home; agriculture will become a business rather than a life, and farming will be conducted in large units. It is not at all impossible that the housing problem, in an age of mass production, may be solved the same way.

It is obvious, that the building industry could and should keep alive the idea of home owning, make home owning fashionable, a mark of distinction.

Instead of being regarded as a

**of particular
interest to**

F O O D

ADVERTISERS

In no other important city in America, so far as we know, does a morning newspaper lead in Chain-Grocery advertising linage. The Examiner does in San Francisco!

During the first half of 1931 the food chains here used

19,950 MORE LINES

in the Daily Examiner than in any other San Francisco newspaper. These cagey advertisers have learned the one BEST way to reach the greatest number of able-to-buy families in this rich market.

**San Francisco
EXAMINER**



And Now—
A College of
Homemaking
for the
Farm Woman

Starting in October, Capper's Farmer will offer to every one of its woman readers a course in food preparation and homemaking under the direction of a group of well-known specialists.

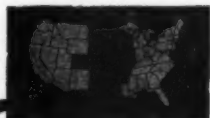
The course will cover every phase of cooking and home economics. It will consist of regular monthly assignments, questions, exercises. Like a real college course, it will last nine months. Diplomas will be given in June. The whole course, however, will be conducted in the home. The kitchen and the home is the classroom. The class work, the preparation of the family meals and the running of the house.

The faculty for the first month will include Mrs. Julia Kiene, Women's Editor of Capper's Farmer, as Dean; Nell B. Nichols, Consulting Expert; Ruth Atwater, National Canners Association; and Ruth O. Kumke, Standard Textile Products Company—all experts in their particular lines.



Four lessons will be given each month in Capper's Farmer occupying two full pages of space. This is the first course of its kind ever offered the farm woman by any magazine. It's an important step forward, but typical of Capper's Farmer's editorial alertness. A brand new opportunity for farm women.

The space devoted to this College of Homemaking is in addition to the regular departments, which have made Capper's Farmer the outstanding favorite of Midwestern farm families. Capper's Farmer will carry this new College Course into close to a million farm homes every month. Thousands and thousands of intelligent farm women will learn first hand more about national food products. Lessons about stoves, refrigerators, cooking utensils, electrical equipment and kitchen decoration will be in the curriculum. Instructors in this College of Homemaking will include nationally known home economic specialists from well-known firms and college extension leaders.



Capper's Farmer

ARTHUR CAPPER, *Publisher*

TOPEKA, KANSAS

CIRCULATION, 975,000

luxury, it could be looked upon as a fashionable luxury—fully as necessary in the race to keep up with the neighbors as an automobile.

I didn't start out here to discuss the problems of the building industry or to offer gratuitous advice to the business men thus engaged. But let it go. The situation I have outlined here illustrates forcefully, I believe, the uselessness of fighting the present economic trend in which advertising has such a prominent part.

Advertising needs no justification; it is essential.

Merchandisers, in the present state of things, do not need to apologize for their reiterations of

"Buy! Buy!" Continual buying is the foundation of our present economic life. It may or may not be distasteful to keep banging away at the people in an effort to sell, but this is the foundation of our prosperity.

If I were in a merchandising business today I should advertise whether I believed in advertising or not.

Advertising is the great competitor of the one who does not use it. And this condition is not artificially produced; it is the inevitable outcome of economic procedure. Inasmuch as this competitor cannot be beaten (economics is inexorability itself), the obvious move is to join in.

Angles on Space Buying

Some Ideas as to When Space Is Bought in the Southwest

By Joe M. Dawson

Vice-President and Manager, Tracy-Locke-Dawson, Inc., Dallas



WE presume that the matter of space buying in its broad aspects is about the same in the agencies far removed from, as it is in, the large centers. There are, however, some aspects to space buying as to solicitation by publishers' representatives that exist out here in the Southwest that I am sure do not apply in the North and East.

This has to do largely with the season of solicitation. For some reason, the word has gotten out that our summer months are intolerably hot, although the average Southwesterner much prefers the dry, humidless summer days and generally breezy nights here to the close, humid, sticky days and nights that prevail in the North and East. In other words, we think that real hot weather here is far more bearable than similar hot weather elsewhere.

This all leads up to the fact that there is almost a complete absence of publishers' representatives during July, August and a good part of September. Occasionally, one will drop in, but generally we are contacted by mail, telephone and telegraph during this period of summer warmth.

Another side of the picture is that our falls and winters are wonderful. Representatives familiar with our territory know this and you'd be surprised how many letters we receive during the summer months telling us that, while they cannot come down now, they will be on hand in October or Novem-

1931

ng is
eco-
not
nging
effort
ation

ising
ertise
ising

com-
not
not
e in-
pro-
peti-
mics
vious

the
some
out
in-
rage
the
and
the
ghts
East.
real
ear-
else-

that
ence
dur-
part
one
are
and
of

e is
ron-
liar
and
let-
mer
they
will
em-



ADVERTISING AGENCIES

Interviewed

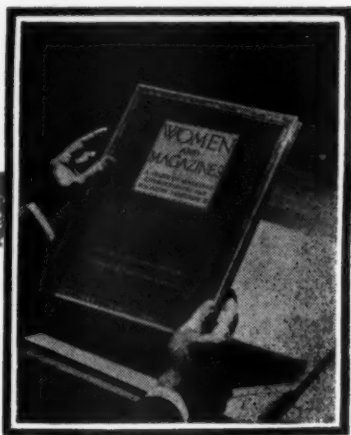
56,911 WOMEN

of all classes in

**121 CITIES
and 42 STATES**

The study was made to find out for advertisers the reading habits of the women of today—which magazines are really read and preferred by the typical American woman—and to give the business world an accurate measure of the power of each magazine to influence the living habits and buying habits of its women readers.

The 42 agencies have now presented their findings. Their report, available to business executives, is described in the following pages.



For Men who MU

WOMEN A

ADVERTISERS have long wanted to know what readers think about a magazine. The question is important. Reader interest determines more than any other factor the degree to which advertising is seen, read and acted upon.

Heretofore the one most accurate and reliable source of information—readers themselves—has been left virtually untapped. Now you are offered a truly comprehensive study of women's interest in magazines, based on the personal opinions of women themselves.

42 advertising agencies, working free of all restrictions, spent six months interviewing 56,911 women in their homes to learn what magazines women of all classes really read—what magazines they prefer. 121 cities of all sizes in 42 states were covered—a true national cross-section.

The results confirm the faith advertisers have had in the dominant influence of magazines upon American

who MUST make advertising PAY

The Facts about . . . **WOMEN AND MAGAZINES**

family life. These two vital factors have been determined:

1. What magazines women read regularly.
2. What magazines women prefer.

This study, "Women and Magazines", does not attempt to interpret the findings. It gives only the facts as they were found and reported by each advertising agency. In brief, it is as thorough, intelligent and impartial a study as any advertiser himself might make.

"Women and Magazines" is available to advertisers through the magazine which suggested the study—Good Housekeeping. It provides a new, more accurate basis of measuring the power of every national magazine to penetrate and influence the feminine buying mind.

Chairmen of Boards, Presidents, Treasurers and other corporation officers are especially invited to review "Women and Magazines". Copies will be presented personally by Good Housekeeping representatives—not mailed. Address D. L. Hedges, Business Manager.

THE 42 AGENCIES

*which accepted Good Housekeeping's
suggestion to make this study are:*

Advertisers Incorporated	Detroit, Michigan
J. D. Bates Advertising Agency	Springfield, Massachusetts
Batten, Barton, Durstine & Osborn, Inc.	Boston, Chicago, New York
Blackett-Sample-Hummert, Inc.	Chicago, Illinois
The Blackman Company	New York, New York
Blaker Advertising Agency, Inc.	New York, New York
Brooke, Smith & French, Inc.	Detroit, Michigan
Calkins & Holden	New York, New York
Campbell-Ewald Company	Detroit, Michigan
Cecil, Warwick & Cecil, Inc.	Richmond, Virginia
Coulter & Payne, Inc.	San Antonio, Texas
Cowan & Dengler, Inc.	New York, New York
The Cramer-Krasselt Co.	Milwaukee, Wisconsin
D'Arcy Advertising Company	St. Louis, Missouri
Dyer-Enzinger Company, Inc.	Milwaukee, Wisconsin
Eastman, Scott & Company	Atlanta, Georgia
Erwin, Wasey & Company	San Francisco, California
Erwin, Wasey & Company, Inc.	New York, New York
Erwin, Wasey & Company, Ltd.	Chicago, Illinois
Ferry-Hanly Advertising Company	Kansas City, Missouri
Fitzgerald Advertising Agency, Inc.	New Orleans, Louisiana
Foster & Davies, Inc.	Cleveland, Ohio
Fuller & Smith & Ross, Inc.	Cleveland, Ohio, San Francisco, Calif.
Gardner Advertising Company	St. Louis, Missouri
The Geyer Company	Dayton, Ohio
Hays Advertising Agency	Burlington, Vermont
Henri, Hurst & McDonald, Inc.	Chicago, Illinois
Hughes, Wolff & Co., Inc.	Rochester, New York
The Ralph H. Jones Company	Cincinnati, Ohio
Lennen & Mitchell, Inc.	New York, New York
Lord & Thomas and Logan	Chicago, Los Angeles, New York
The J. Horace Lytle Co.	Dayton, Ohio
Millis Advertising Company	Indianapolis, Indiana
Mitchell Advertising Agency, Inc.	Minneapolis, Minnesota
Moser & Cotins, Brown & Lyon, Inc.	Utica, New York
McCann-Erickson, Inc.	Denver, New York, San Francisco, Seattle
P. F. O'Keefe Advertising Agency, Inc.	Boston, Massachusetts
Pedlar & Ryan, Inc.	New York, New York
The Procter & Collier Co.	Cincinnati, Ohio
Richardson, Alley & Richards Co.	Boston, Massachusetts
J. Walter Thompson Co.	Chicago, Illinois, New York, New York
Tracy-Locke-Dawson, Inc.	Dallas, Texas
Tracy-Parry Co.	Philadelphia, Pennsylvania
Van Sant, Dugdale & Corner, Inc.	Baltimore, Maryland

GOOD HOUSEKEEPING

Everywoman's Magazine

ber, and, incidentally, will bring their golf clubs.

Our summer months are spent in preparation of plans which will be presented to clients beginning early in October and continuing during November and December. Generally speaking, the majority of our plans for the following year are presented well in advance of December first.

Usually by the time most representatives get to us in the early fall, lists have already been prepared. While it has been known to happen that a change has been made in a previously prepared list, from the representative's viewpoint it is generally better to get his story over before the list is made. Certainly better before the list is made, presented and approved by the client.

One other thing that prevails with us that possibly is not true with agencies in larger centers is that the headquarters of a publishers' representative in Chicago or New York with branch offices in Kansas City, St. Louis and Atlanta will bulletin all offices with regard to one of our accounts. Ofttimes, we will receive letters, telephone calls or telegrams from several branch offices asking about the same account. This requires duplication of work on our part, as we make it a strict rule to answer as promptly as possible all communications of this character.

Now Stair-Jordan-Cerre, Inc.

Stair-Jordan-Baker, Inc., Detroit, printing, has changed its name to Stair-Jordan-Cerre, Inc., Ray Baker having withdrawn from the firm to join Maxon, Inc., advertising agency of that city. A. A. Cerre, whose name replaces that of Mr. Baker, is one of the original group which several years ago purchased the old Chas. F. May printing Company which later became Stair-Jordan-Baker, Inc. More recently Mr. Cerre has been with The Free Press Photogravure Company as vice-president and general manager.

To Handle Campaign for Memphis Cotton Exchange

The Memphis Cotton Exchange, Memphis, Tenn., has appointed Lake-Dunham-Spiro-Cohn, Inc., advertising agency of that city, to direct its advertising. Space will be used in newspapers, textile journals and financial publications to feature Memphis as a market for cotton.

H. R. Bayle Joins Brooke, Smith & French

Herbert R. Bayle has joined Brooke, Smith & French, Inc., Detroit advertising agency, as manager of its research and media departments. His duties will be divided between the supervision of market and product research for clients of the agency, contact with publication representatives and the placing of newspaper, outdoor and radio advertising. Mr. Bayle has been with the Federal Advertising Agency, New York, as manager of its market and media department. From 1918 to 1924 he was with the former Thomas Cusack Company, after having been with N. W. Ayer & Son for twelve years.

Boston & Maine Appoints Dowd and Ostreicher

Dowd and Ostreicher, Boston advertising agency, have been appointed to direct the advertising of the Boston and Maine Airways, newly established air-branch of the Boston and Maine Railroad. Effective September 1, this agency has also been appointed to handle the advertising of the Boston and Maine Railroad and the Boston and Maine Transportation Company.

Joins "The Parents' Magazine"

Fred Stone, who for a number of years has been circulation manager of the *Review of Reviews* and *The Golden Book*, New York, is now circulation director of *The Parents' Magazine*, New York. He has been elected one of the vice-presidents of the company publishing *The Parents' Magazine* together with Earle R. MacAusland, advertising director, and Mrs. Clara Savage Little-dale, editor.

E. F. Brazeau with Kenyon & Eckhardt

E. F. Brazeau has joined Kenyon & Eckhardt, Inc., New York advertising agency, as manager of its radio department. For the last three years he has been with the National Broadcasting Company and, before that, was with the American Lithographic Company.

L. A. Dinkins Joins New Orleans Agency

Ladd A. Dinkins, recently with the advertising department of the Westinghouse Electric Company at Pittsburgh, has joined the Arthur Advertising Agency, Inc., New Orleans, as a member of the board of directors.

Appoints Larchar-Horton

The F. C. Phillips Company, Stoughton, Mass., has appointed the Larchar-Horton Company, Providence, R. I., advertising agency, to direct its advertising account. The Phillips company manufactures screw machine products and automotive parts and accessories.

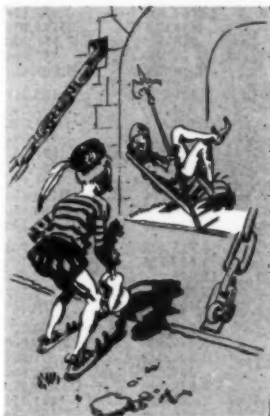
132 Advertisers Report for First Six Months of 1931

A Table Showing the Net Profits—and Losses—for the First Half of This Year of Some of the Leading National Advertisers

Company	1930	1931
Ainsworth Manufacturing Co.	\$336,187	\$7,281
Airway Electric Appliance Co.	511,173	D29,240
Allis-Chalmers Manufacturing Co.	2,351,540	1,006,061
American Chain Co.	1,185,215	D969,318
American Chiclé Co.	1,081,334	1,109,384
American Commercial Alcohol Corp.	175,931	D42,941
American Laundry Machinery Co.	1,042,506	277,365
American Writing Paper Co.	248,512	12,648
Atlantic Refining Co.	2,818,823	D4,013,000
Atlas Powder Co.	725,023	409,120
Auburn Automobile Co.	866,008	2,361,175
Bayuk Cigars, Inc.	307,667	193,377
Beech-Nut Packing Co.	1,438,814	1,173,127
Bigelow-Sanford Carpet Co.	525,668	683,600
Bohn Aluminum & Brass Co.	688,766	925,557
Bon-Ami Co.	700,467	650,943
Brillo Manufacturing Co.	90,103	160,640
Budd, Edward G., Manufacturing Co.	408,211	130,565
Bush Terminal Co.	988,511	915,896
Caterpillar Tractor Co.	5,622,965	1,446,476
Charis Corp.	348,650	328,197
Chrysler Corp.	3,408,856	2,252,035
Cluett, Peabody & Co.	418,041	336,456
Colgate-Palmolive-Peet Co.	3,760,625	4,003,694
Congoleum-Nairn, Inc.	705,857	607,842
Congress Cigar Co.	656,889	351,450
Consolidated Cigar Corp.	1,082,260	1,094,233
Continental Motors Corp.	D884,288	D851,266
Corn Products Refining Co.	6,641,261	5,494,267
Cream of Wheat Corp.	891,924	804,623
Curtis Publishing Co.	12,291,628	7,718,130
Cutler-Hammer, Inc.	802,807	D270,086
Devoe & Reynolds Co.	152,148	199,377
E. I. du Pont de Nemours & Co.	32,951,314	27,610,394
Eagle-Fischer Lead Co.	D836,412	D316,002
Electric Auto-Lite Co.	3,364,839	2,769,865
Endicott-Johnson Corp.	1,223,236	1,333,753
Eureka Vacuum Cleaner Co.	D184,949	D313,582
Fairbanks, Morse Co.	803,461	D559,534
Firestone Tire & Rubber Co.	2,320,118	2,908,553
Gabriel Co.	D87,388	298
General American Tank Car Corp.	3,653,699	2,475,000
General Baking Co.	2,617,857	2,702,237
General Cigar Co.	1,445,971	913,877
General Electric Co.	29,273,276	21,523,722
General Foods Corp.	10,629,716	10,167,458
General Motors Corp.	105,932,428	84,122,176
Gillette Safety Razor Co.	4,806,370	2,682,345
Goodyear Tire & Rubber Co.	5,592,309	4,221,770
Gotham Silk Hosiery Co.	163,941	254,482
Graham-Paige Motors Corp.	D880,960	D833,056
Hercules Powder Co.	1,598,468	736,103
Hershey Chocolate Co.	4,253,714	4,718,680
Heywood-Wakefield Co.	D311,860	D575,881
Hudson Motor Car Co.	3,392,012	526,992
Hupp Motor Car Co.	509,053	D1,077,110
Indian Motorcycle Co.	D368,793	D28,424
International Business Machines Corp.	3,654,310	3,778,492
International Cement Corp.	2,051,762	1,000,627
International Shoe Co.	6,871,793	4,513,832
International Silver Co.	13,483	D269,542
Johns-Manville Corp.	1,740,160	945,767

D—Deficit. E—Estimated.

FAMOUS SECOND MEN



Sing Sing or The Prisoner's Song

From castle to castle wandered Blondel, the minstrel, in search of Richard the Lion Hearted. At every gate his meek voice chirped: "Is my Richard in there?" And always the same gruff reply: "Get away from that swinging draw."

Richard, captured by the Austrians while returning from the Crusades, was locked up where no one could find him. But his *second man*, Blondel, found him. He plunked and

sang Dick's favorite song before every castle until, at Durrenstein, Richard heard him and chimed in on the second verse. And so Blondel found him, returned to England, and ransomed him.

* * * *

Many a top executive is imprisoned by details, bound and fettered by antiquated methods and equipment. Of course, he'd like to free himself. Of course, he's willing to buy his freedom. But too often he doesn't know how. It's the *second man* who discovers what's tying up the *big boss*. And it's the *second man* who arranges to ransom him, whether it's with new filing systems, new bookkeeping machines, or what not.

If you're selling something to emancipate modern business, you'll have to sell it to the *second man*. You can reach him most easily through *his own magazine*, SYSTEM.

Every advertisement in SYSTEM speaks directly to the second men in American business—your real buyers.

System

Tenth Ave. at 36th St., New York



A MCGRAW-HILL PUBLICATION

Aug. 13, 1931

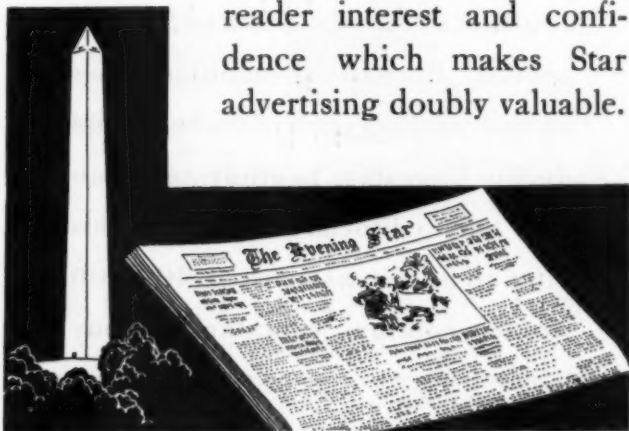
Company	1930	1931
Kendall Co.	\$108,029	\$240,510
Kimberly-Clark Corp.	1,827,399	1,288,487
Lambert Co.	3,764,349	3,572,529
Lee Rubber & Tire Corp.	D64,614	D193,201
Lehn & Fink Products Co.	918,383	777,300
Lindsay Light Co.	55,139	52,996
Loose-Wiles Biscuit Co.	1,010,752	1,067,433
McCall Corp.	1,301,222	1,168,319
McQuay-Norris Manufacturing Co.	300,040	284,546
Mack Trucks, Inc.	1,900,633	D51,326
Maytag Co.	1,382,927	470,994
Melville Shoe Corp.	955,705	593,562
Minneapolis-Honeywell Regulator Co.	17,041	D184,167
Mohawk Carpet Mills, Inc.	D497,827	231,170
Moto Meter Gauge & Equipment Corp.	D176,574	D190,314
Munsingwear, Inc.	207,242	D368,320
Murray Corp. of America	734,043	29,135
Nash Motors Co.	3,715,408	2,359,768
National Cash Register Co.	1,685,705	491,701
National Dairy Products Corp.	12,947,211	10,552,826
National Biscuit Co.	10,036,757	9,406,791
National Enameling & Stamping Co.	D13,542	D270,921
Packard Motor Car Co.	5,528,837	D90,120
Paramount-Public Corp.	8,440,000	5,740,000
Penick & Ford, Ltd., Inc.	1,001,032	631,864
Perfect Circle Co.	368,057	494,662
Phillips Petroleum Co.	4,638,399	D2,674,153
Pierce-Arrow Motor Car Co.	1,030,678	421,711
Purity Bakeries Corp.	2,415,289	1,190,884
Radio Corp. of America	505,098	2,638,703
Radio-Keith-Orpheum Corp.	1,764,644	583,664
Republic Steel Corp.		D2,634,898
Revere Copper & Brass, Inc.	706,619	D144,058
Rollins Hosiery Mills	71,810	73,237
Savage Arms Corp.	D52,662	D160,580
Scott Paper Co.	502,258	519,017
Sharp & Dohme	614,326	554,835
Shattuck Co., Frank G.	674,977	701,452
Skelly Oil Co.	1,283,784	D2,702,883
Standard Brands, Inc.	7,707,918	8,460,968
Standard Oil of California	19,718,524	5,643,968
Stewart-Warner Corp.	1,528,863	D220,819
Studebaker Corp.	2,567,317	2,239,169
Sun Oil Co.	3,658,157	1,049,403
Sweets Company of America	45,396	71,726
Syracuse Washing Machine Corp.	95,984	221,141
Thompson Products, Inc.	399,036	138,254
Timken Detroit Axle Co.	655,427	D25,178
Timken Roller Bearing Co.	6,120,023	2,462,714
Trico Products Corp.	1,158,780	1,145,930
Truscon Steel Co.	732,185	D280,586
Underwood-Elliott-Fisher	2,346,201	1,099,465
Union Carbide & Carbon Corp.	12,779,565	9,119,825
Union Oil Company of California	E5,150,000	E1,900,000
United American Bosch Corp.	D273,916	D267,052
United Fruit Co.	10,100,000	6,700,000
U. S. Hoffman Machinery	103,293	D93,937
U. S. Industrial Alcohol Co.	552,485	D527,287
U. S. Playing Card Co.		490,538
Ward Baking Corp.	948,548	741,888
Webster-Eisenlohr, Inc.	D112,460	D233,254
Western Dairy Products Co.	440,094	717,921
Westinghouse Elec. & Manufacturing Co.	8,357,362	D1,959,341
Wheeling Steel Corp.	2,351,580	D1,216,828
White Rock Mineral Springs Co.	664,553	556,230
White Sewing Machine Corp.	D178,749	D225,868
Willys-Overland Co.	151,704	304,648
Wrigley, William, Jr., Co.	5,567,881	5,423,182
Yale & Towne Manufacturing Co.	154,562	D104,914
Zonite Products Corp.	459,515	549,283

D—Deficit. E—Estimated.

BETWEEN the Government Census of 1920 and that of 1930, Washington has increased in population 11.3%. During these ten years the circulation of **The Star** has increased more than 24% Evening and more than 30% Sunday. Ninety-seven per cent of its Evening circulation and 96% of its Sunday circulation is confined exclusively to the Washington Market—covering it not only with completeness but with reader interest and confidence which makes Star advertising doubly valuable.

New York Office
DAN A. CARROLL
110 E. 42nd St.

Chicago Office
J. E. LUTZ
Lake Michigan Bldg.



TOWER MAGAZINES *is going*
ON the AIR

ON WOR only, at first.

Our 100% voluntary circulation: our powerful market concentration — these are now well established with advertising prospects. Because they are facts. Easily defined, easily proved. But not all manufacturing and advertising executives have time during busy days to study and evaluate our editorial content. This after all is the reason why 1,300,000 women continue voluntarily to buy

Tower Magazines in the best shopping centers in America (where 75% of retail business is done). A better appreciation of our editorial quality, will, we believe, build our lineage totals faster.

We would like to have you listen in and be entertained by our stirring stories written by the world's best writers—and won't you please note the quality, the tempo for today?

WOR

Friday evening,
August 14th,
8.30 to 9.00 o'clock,
daylight saving
time.



TOWER MAGAZINES, Inc.

55 FIFTH AVENUE, NEW YORK

919 NORTH MICHIGAN AVENUE, CHICAGO, ILL.

Another Vote for Sales Managers Who Can Sell

Otherwise It's a Case of the Blind Leading the Blind

By J. C. Altrock

Vice-President, The Fuller Brush Company

[EDITORIAL NOTE: An article entitled "Needed: Sales Managers Who Can Actually Sell," in the July 23 issue of *PRINTERS' INK*, has provoked considerable discussion. While Mr. Altrock is in agreement, a modified belief is expressed elsewhere in this issue in a letter from F. H. Tholen, of The J. B. Ford Sales Co. We are listening for someone to speak up in direct opposition.]

IT is my opinion that a sales manager should be able to sell the merchandise that he is asking his men to sell. He may not be able to sell as much in any one designated week as the best man he has in his organization, but he ought to be able to sell more than the average. The reason why he may not be able to sell as much as his best man in any one designated week would be because the regular salesman is doing that kind of work every day and is proficient at it, while the sales manager must necessarily have his attention directed to many phases of the business, in addition to that of the selling of the merchandise to the customer.

It is not enough, in my opinion, for the sales manager to be able to sell merchandise in general because of his varied experience with different houses, but he must be able to sell the specific line that his house is selling at the present time. If I were to leave this house and connect with another organization, I would refuse to accept the position of sales manager unless that house would agree to let me sell its line of merchandise to the trade for a given length of time, so that I could thoroughly learn the methods and problems that go with every line being merchandised. "How can the blind lead the blind, lest he lead them all into the ditch?"

There is nothing that will create respect and admiration for the sales manager on the part of the sales force like being convinced that he,

the sales manager, can go out and do the thing that he is asking those salesmen to do. My first experience was selling building lots in Detroit in 1914. I came to the sales manager and announced that a proposed deal for four lots had fallen through. Upon close questioning, the sales manager got me to commit myself to the statement that the sale was absolutely dead. His only comment then was, "Let's go see." He grabbed his hat and started for the prospect's home with me, closed the deal, and turned the commissions over to me, and from that day to this I respect that man and his salesmanship ability.

If an ordinary buck private in the army were assigned the disagreeable task of going out with a group of other men to wipe out a machine-gun nest, he would rather follow another buck private who had been upon a similar mission before and who had come back, than he would to follow a major-general, who had never undertaken such a task before. In like fashion, a salesman would rather follow the lead and direction of another salesman who had been able to accomplish the tasks that he is now assigned to perform, than he would to follow a sales manager whose ability as a salesman he could not respect.

I have worked under sales managers who were nothing more than chief clerks, and again I have worked under sales managers who had been through the mill and had actually set up a record doing the kind of work that I was expected to do. The foundation, in my opinion, of close harmony and mutual respect in a sales organization is to have leaders who have been over the road ahead of the salesmen, have established records, and are therefore entitled to the respect and confidence of those salesmen because of actual accomplishment.

and
ose
nce
roit
an-
sed
len
ng,
m-
the
nly
e."
for
sed
his-
lay
his

the
ee-
oup
ne-
ow
een
and
uld
had
be-
nan
and
who
the
to
ow
s a

an-
nan
ave
who
had
the
ted
in-
ual
to
ver
en,
are
and
be-
t.

WANTED:

Advertised Products of Merit for the Pacific Northwest Market

The Seattle Post-Intelligencer is equipped to give complete service to national advertisers. The Seattle Post-Intelligencer will . . .

give detailed information regarding every neighborhood and merchandising center in Seattle, and Pacific Northwest trading territory.

secure salesmen for national advertisers—secure brokers to handle nationally advertised products—help line up jobbers for advertised products.

give home economic counsel to national advertisers.

give the kind of merchandising cooperation that puts nationally advertised products on Seattle's retail dealers shelves.

give national advertisers using the Post-Intelligencer an advertising "pull" with the families in the Pacific Northwest that have the ability to purchase advertised products.

See Our Representatives for Details—

W. W. CHEW.....572-6 Madison Ave., New York City
J. D. GALBRAITH.....612 Hearst Bldg., Chicago
A. R. BARTLETT.....3-129 Gen'l Motors Bldg., Detroit
SLAYTON P. LADUE.....625 Hearst Bldg., San Francisco

SEATTLE POST-INTELLIGENCER

A MILLION MODERNS IN THIS MARKET

Every day, She Asks— “What Shall We Have for Dinner?”

EVERY day every woman, head of every home has to decide what to order for her table and nearly every day the foods in cans and packages which she does buy are some of the many products which are old stand-bys in her home.

There are scores of food products accepted by the masses which compete with each other, on the grocers' shelves, for part of the housewife's daily food budget. *She cannot buy all of them every day.*

As an example, think of the many women who are sold on Campbell's Vegetable Soup. They do not require further evidence to increase their belief in the goodness of that product, but they do need to be reminded of it and the more often they are reminded of it, the more often they will serve it.

Millions of housewives ride in the Street Cars of the large cities every day and while on the cars, many of them are wondering what to order from the grocer.

The car cards, with appetite appeal and faithful reproduction of packages, help greatly in answering the daily

question
lunch
tomorrow

Here is
display
cities e

C
B
L
L
S
W
B
H
N
P
P

(5)

The ave
more th
cars in t
every m
every da

STRE
220 W

Aug. 13, 1931

PRINTERS' INK

question of the housewives—"What shall we have for lunch today, for dinner tonight and for breakfast tomorrow?"

Daily Cost \$45

Here is an example of how the 1,500 car cards could be displayed in the Street Cars of 10 leading New England cities every day at a monthly cost of \$1,350:

Cities	Cards Displayed
Boston	800
Lynn	50
Lowell	30
Springfield	85
Worcester	85
Bridgeport	50
Hartford	75
New Haven	75
Providence	200
Portland	50

(5% Excess Display Guaranteed) 1,500

The average Street Car of the United States now carries more than 17,000 passengers monthly. On that basis, 1,500 cars in these 10 cities carry more than 25,500,000 passengers every month. This figures more than 800,000 circulation every day for \$45.



National Advertising Manager

STREET RAILWAYS ADVERTISING CO.

220 WEST 42ND STREET, NEW YORK, N. Y.

(Offices in all large cities)

TO ADVERTISING MANAGERS AND AGENCY EXECUTIVES

who are interested in the
following lines

**FINANCIAL SECURITIES
INSURANCE (all kinds)
BANKING SERVICE**

We offer an effective vehicle for
the stimulation of new busi-
ness not a syndicated
proposition but an idea
of proven value, developed to
meet a specific need.

An indication of interest incurs
no obligation.



ISAAC GOLDMANN COMPANY

Founded 1876

**80 LAFAYETTE ST.
NEW YORK CITY**

**TELEPHONE
WORTH 2-6080**

PRINTING OF EVERY DESCRIPTION

G
D
ES
he

N

N E

80

ON

A

H

T

co
en
al

m
19
w
ke

fl
cr

19
fo

le
al

it
co
d
pl
re
co

u
I
g
w
a
V
d

n
o
u
in
e
a
w
p
p
d
r
h
v
h

Advertising Pays Most of All When Competitors Advertise Less

How Golflex Dresses, Beginning Advertising in the Slump of 1915, Have Made New Sales Records in 1930 and 1931

Based on an Interview by Henry A. Wright with

John L. Wilkin

President, Wilkin & Malito, Inc.

TOTAL sales of women's apparel slumped badly in 1930, compared with 1929; and the general slump has continued right along in 1931.

There weren't as many ready-made dresses sold in 1930 as in 1929—not by millions of dollars' worth. And the line of decline has kept right on downward in 1931.

Amazingly to the contrary, Golflex dresses had substantial increases in sales in 1930 over 1929—and in the first six months of 1931 are *28 per cent ahead of 1930* for the same period.

Sales of specifically advertised leaders in the line are *36 per cent ahead* for the same period.

"History seems to be repeating itself so far as the Golflex line is concerned," John L. Wilkin, president of Wilkin & Malito, Inc., replied when I asked him about this remarkable contrast to the general conditions of the industry.

"It isn't a new experience for us to thrive in times of adversity. I think we go through as much grief as everybody else does, but we seem to make a lot of progress, and sell a lot of merchandise. We've cashed in on a number of depressions before this.

"Previously it may have been more or less unexpected. Since our first experience, our keeping up or increasing our advertising in 'bad' times has been less and less experimental. This time we've gone ahead full-speed deliberately, and with our eyes open—*knowing* that putting on selling and advertising pressure in a time of prolonged depression would work out all right. But, I can assure you, we had no expectation that the results would be as strikingly good as they have been.

"The story, in terms of adver-

tising, really is a story of seventeen years of selling by and with advertising the best women's apparel we could make.

"Back in 1914, we (then Wilkin & Adler) were doing a nice, small business in high grade suits, coats and dresses, under the 'Golflex' trade-mark.

"The outbreak of the war caused a sharp depression in all business, and particularly—as always seems to be the case—in the women's apparel business. Our business suffered with the rest.

"In 1915 business was bad, and not getting any better. We had been considering doing some national advertising before that, but had never done it. We knew that our line was good enough to be advertised to the women who bought high-grade clothes, and we had fairly good national distribution through good retailers. We saw to what extent, even then, women and retailers were influenced by magazines which emphasized fashions and specifically presented the news women wanted to read about the clothes they were going to buy. It seemed logical to us that these same women would be influenced by our showing our smart, fashionable coats, or suits, or dresses against this background of fashion news.

"Some of the people connected with our business said that this might all be true, but the dull days of 1915 were no time to take any money out of the business for an experiment in advertising. This certainly was true; it was a bad time to take money out of a small business on an advertising experiment that failed. But I felt that we were ready for advertising; that the more we needed sales, the more we needed advertising; and

that our advertising would produce sales, and therefore, wouldn't be a failure; and, therefore, our advertising ought to put back into the business, in the long run, much more money than it took out temporarily.

"So we compromised: We started advertising in a fashion magazine, but we did it in what seems today very small space.

"At that, small space wasn't as small, relatively, in those days as it is today. Even though there was a great deal of advertising, there weren't as many advertisers, or as many big advertisers. And, in the depression right after the outbreak of the war, our small advertisements didn't have as much competition as they would have had before.

"At any rate, we got good results and kept it up, advertising according to what we felt we could afford to spend as an influence on sales. And even though we used no advertisements larger than one-quarter pages in the first five years, we advertised regularly every month, disregarding the stereotyped seasons of the apparel industry. We knew that certain months were better selling months than others, and, of course, we always advertised in those months; but we advertised in the 'poor' months, too.

"You see, we started using advertising as a help to sales in a year when sales were bad, and we've always kept that in mind. So we haven't avoided the months when sales are normally poorer than others; we're in business the whole year 'round, and so are our dealers, and we want to sell just as much as we can in the so-called 'out-of-season' months.

"So, we advertise in them.

"Of course, this also had the advantage of

always keeping 'Golflex' in the minds of the women and of the trade in every month of the year. I think this steady continuity made our small space more successful than it would have been if it had been spasmodic, even though concentrated in the 'better selling seasons.'

"In the boom year of 1920, we pushed our growing success by doubling our space; that is, we increased to half-pages.

"The next year, in the collapse of 1921, a good many of our competitors—including a number who had been bigger advertisers than we had been—dropped out of advertising, or reduced their space and schedules. But we had gotten to believe in advertising as something we needed all the time, and most of all when we needed sales the most. So we kept on with our schedule of half-pages regularly.

"In the latter part of 1922 business was still poor, and, therefore, we increased our space to full-



GOLFLEX

EQUALLY appealing under the fur jacket or beneath balustrade southern skies is this Golflex sleeveless jacket frock of Jomesta. A delightful grace of action has been caught in the ruffled waistline that yields to the full, raping skirt. The tiny leaves are laid in contrasting silk to match the shoulder flower on the skirt. . . . In sunflower yellow, elfin green, and in sweet shades of dove blue, lark brown, black and white.

Created and distributed by Wilton & Main, Inc., 500 Seventh Avenue, N.Y.C. and in Canada, by Gould Sewall, Montreal. Shown by Best & Co., N.Y.C. and by Golflex dealers throughout the United States and Canada. \$35.00

One of the Advertisements That Helped Golflex Make New Sales Records

pages.
advertis

"It was really because of the benefits of advertising, and

"We dealers a year specific operation ingly.

"Even our dress leaders Every advertisement in the magazine, a advertiser themselves Dealers paper and closures advertiser

"Our many years featured advertising all the rest of the year. Another 'Golflex' dealers customers, mainly course a purchase our dealer with our happened

"Previous well satisfied of 200 high-grade turn a regular, vertisem taneous national records sales of high as vertised portant the feature of proportion

"Natural every month increasing 1927, 19

pages. We have been full-page advertisers ever since.

"It was in August, 1926, that we really began to consolidate the benefits of our eleven years' advertising, and get the utmost out of it.

"We definitely promised our dealers every-month, twelve-pages-a-year advertising, and geared specific display and promotion co-operation with our dealers accordingly.

"Every Golflex dealer featured our dresses and made them his leaders in display and sales efforts. Every month women saw the advertisement in their fashion magazine, and then saw the same advertisement, plus the dresses themselves, in the dealer's window. Dealers used display cards, newspaper advertisements, envelope enclosures, etc., all featuring the advertised dresses.

"Our dealers had found, over many years, that the models we featured specifically in our advertising always sold well, and 'pulled the rest of the line'—the unadvertised models—'along with them'. Another advantage which made the 'Golflex' line important to our dealers was that the 'Golflex' customers, even though coming in primarily for 'Golflex' dresses, of course also made numerous other purchases at the same time. So our dealers tied-in enthusiastically with our plan and here is what happened:

"Previous to 1926 we had been well satisfied with a high record of 200 dresses cut from any one high-grade model. But in the autumn and winter of 1926, with regular, synchronized full-page advertisements, and thorough, simultaneous dealer tie-up with our national advertising, all previous records were forgotten. We had sales of 1,000 and frequently as high as 1,600 of each of the advertised dresses. And—very important to us and to our dealers—the featured dresses 'pulled the rest of the line along with them' proportionately.

"Naturally, we continued our every-month schedule through the increasingly prosperous—and increasingly competitive—years of 1927, 1928 and early 1929.

"Then came the financial crash of October, 1929. Business in the women's apparel field seemed temporarily stunned, and everybody's sales fell off sadly. It really seemed like a chaotically uncertain business situation ahead of us for an indefinite period.

"I am sure that we, like so many others, would have slowed down or stopped our advertising 'until things looked better,' if we had not—from long previous experience in good times and, particularly, in bad—acquired such an abiding faith in its power. And we *knew* that advertising was most vital when sales were most vital. We had started advertising at the end of one panic, and increased it during and after another; and it had paid us.

Had to Keep Advertising Going

"We felt we *had* to keep our sales going—to keep going that efficient monthly dealer tie-up and sales machinery which we had spent fifteen years building up to maximum efficiency. For our own good, and for the good of the many dealers who had been our sales-partners for so many years, we *had* to keep our advertising going.

"At this time we had occasion to receive some well-intentioned advice from friends who were very close to fundamental conditions of the trade and the general plans of the principal factors in it. Most other ready-to-wear advertisers, they said, were going to stop national advertising until spring. Even if we were going to be stubborn and keep on advertising, it would be particularly wasteful for us to advertise in January, when few women would be buying any new dresses at regular prices—with white goods sales, liquidating, inventory and every other kind of bargain sale dominating everything.

"As a final argument, one man offered to bet us that no other ready-to-wear advertiser would be foolish enough to advertise in the January issue we were going to use.

"He was right; no competitor did.

"We only thought that we were

going to keep faith with our trade, backing them up in buying and selling our dresses every month, 'panic' or no 'panic,' just as they had done for years before.

"The Golflex dress was the only dress advertised in that issue; and apparently all the readers of the magazine who bought dresses in our price-range that month bought it.

Over 4,000 Dresses Sold by One Advertisement

"More than 4,000 dresses of this one model were sold by Golflex dealers; the women of the United States paid more than \$140,000 for them. And, as always, we sold, proportionately, the non-featured Golflex dresses which were displayed alongside the featured dress.

"And, remember, our high record in the previous boom years of 1926 and 1929 was about 2,400 dresses—a fine volume, too—for a single dress model featured once.

"We ran pages in fourteen issues, in a year when most other women's apparel advertisers cut their advertising heavily, or dropped out altogether. And look at the 'breaks' we got from their conservatism, economizing, timidity, or merely happening to avoid using issues which fitted our regular plan.

"In four issues of 1930 the Golflex page was the *only* full-page advertisement of a dress manufacturer.

"In seven issues, Golflex was one of two. In two issues, one of four. In only one issue of the fourteen did we have what might be called normal competition; then the Golflex page had five full-page competitors.

"As I look back over 1930 and inventory the significant things to be added to the store of knowledge and experience to be useful in the future of our business, I can see more clearly than ever the logical reason—with all due credit to the merchandise itself—why our advertising has been so strikingly effective in dull times.

"There isn't as much business, to be sure, for everybody in the trade; our pro-rata share, all other things being equal, would, natu-

rally, be less business than before. But all other things aren't equal. Competition in manufacture, in price—often, profitless price—and in other things may be even greater. But competition in national advertising to the woman who buys and wears the dresses—that competition is tremendously reduced. And reduction in competition there offsets the greater competition in over-production, price-slashing, etc.

"Here's a simple analysis of our 1930 advertising opportunity, as I see it more clearly in review than I could see it in advance. We advertised in fourteen issues of this magazine in which we had advertised for fifteen years. These fourteen issues were bringing news of fashion to the women of America who were particularly interested in the news about the new things to wear, and who could and would buy them, regardless of any business depression. Here was a perfect set-up for manufacturers to advertise, 'Here's the dress to buy right now'—and cash-in on the sales possibilities which feminine desires, whetted by the editorial pages of those very issues, were creating.

"Is there really anything remarkable about our getting more than our previous volume of business, when I tell you that in those fourteen issues these women were reached by fourteen Golflex pages—against eighteen full-pages of all of our competitors, combined?

"Especially when Golflex dresses had been impressed upon the women and young women in these families for fifteen consecutive years. Golflex dresses had a double dominance, through the establishment of instant recognition and ready acceptance from fifteen years of previous advertising, plus dominance of all competitors in the sixteenth year.

"In the worst year the dress business had known for many years, we continued all year to sell Golflex dresses in much greater volume than in 1929.

"Naturally, we have continued advertising in 1931, every month, while others in our field seem to have reduced their advertising still

Aug.

Prin
larg
lists
whi
roll
ing
you
foll

T
recti
busi
ers
paid
A.B
leas
and
of
copy
18,0
tors
A
Ban

Edi
Ch

efore.
equal.
e, in
—and
even
n na-
oman
ises—
ously
com-
reater
ction,

f our
as I
than
We
s of
l ad-
These
news
mer-
inter-
new
and
any
as a
rers
s to
the
nine
orial
were

re-
more
ous-
nose
were
ages
all

esses
wo-
ese
tive
a
es-
ion
een
lus
the

us-
ars.
ol-
ol-

ned
th,
to
ill

Aug. 13, 1931

PRINTERS' INK

69

Cold Facts for HOT WEATHER consumption



Printers' Ink maintains that a large number of advertising lists are made up in August. So while you have your sleeves rolled up and the fan oscillating smoothly, we present for your serious consideration the following nice cool figures.

The Banker is a director or directing head of over 50,000 major businesses. The *American Bankers Association Journal* has a net paid circulation of over 36,000 A.B.C. 18,000 banks receive at least one copy of the *Journal* each and every month, with an average of better than four readers per copy per bank. In addition, over 18,000 senior bank officers and directors have individual subscriptions.

As a quality market the *Journal's* Banker audience stands second to

none, though the cost of reaching these Bankers with a consistent full-page campaign is only \$3,000 per year. This is worthy of your serious consideration right now when every dollar invested in publication space must produce results.

Under the same editorial leadership for the past ten years the *Journal* provides a medium through which you may talk to this most influential group of readers with definite assurance that your advertising message will be read. Why not let us send you a recent issue of the *Journal*, together with the supporting proof of the foregoing facts and figures? The *Journal* may prove to be the necessary spark to help your balance sheet read more pleasantly in 1932 than it has during the past two years.

AMERICAN BANKERS Association JOURNAL

22 EAST 40th STREET NEW YORK

Edited by James E. Clark • Alden B. Baxter, Advertising Manager
Charles H. Ravell, 332 South La Salle Street, Chicago • R. J. Birch & Co.,
San Francisco and Los Angeles

further—and women's apparel sales generally are behind even the reduced volume of 1930. Naturally, too, we have continued to emphasize the newest in style and the finest quality in materials in manufacture, at reasonable, but maintained, prices, both wholesale and retail. No dealer wants to cut prices—and his fair profit—if he can sell at fair prices; and no dealer needs to cut our established prices. And when good merchandise and dominant advertising combine to make a line sell readily, and repeat steadily, the manufacturer doesn't have to cut his prices, and sacrifice his legitimate profit, to do business with the best dealers in the country. Our volume of sales, under these conditions, has enabled us to give our customers, and their customers, better values than in any previous year.

"In 1931, the influence of these current values, plus the accumulated prestige of the line, strengthened by the largest and most continuous national dress campaign—uninterrupted advertising for seventeen consecutive years—have given us to date the most successful year in our history. We have, of course, not only maintained but further accelerated our 1930 momentum by keeping up our every-month advertising, and we and our dealers have continued to profit, in 'Golflex' sales, by the general 'waiting until conditions improve.'

"Sales of the specially advertised dresses are 36 per cent ahead for the first six months of this year, compared with the same months of 1930—a still larger gain over 1929.

"And the success of the advertised 'leaders' has pulled the sales of all our other dresses 28 per cent ahead for the same period."

"That undoubtedly is the ideal ending of any advertising story," I told Mr. Wilkin. "But I think that some readers of *PRINTERS' INK* may say, 'That's valuable proof of the value of advertising under present conditions, when competitors are advertising less; but what will happen when sales are easier, and competitors advertise more freely?'"

"What will happen when general conditions are better, or when competitors advertise more, will be that we will have more competition, of course," said Mr. Wilkin, "but we will be competing for our share of a bigger market than we have today. There will be more sales to divide up among all of us, and we can count on getting our full share of the bigger market. We have the advantage of maintained momentum that gives us a flying start; a strong designing, manufacturing, advertising and selling machine that can, and will, increase its capacity as rapidly as conditions justify. We have a larger share of the total market than we had before. As total sales expand, we are in ideal position to maintain our proportion of the total, and probably further increase it.

"If we can swim against the tide, we certainly ought to be able to hold our own swimming with it when it turns.

"The more advertising there is of good merchandise, the better it is for everybody. More sales at retail; more purchases at wholesale; more purchases of materials; more employment and bigger payrolls—and more spending and buying for the good of business generally. And, back to us again, more people buying what we make.

"In fact, it would be a great stimulus to returning prosperity if a lot of bigger firms in 'business generally' would take a leaf out of our little book, and, right now, 'advertise most when they need sales most.' That, after all, is my justification for answering, in so much detail, your questions about our success in this period of general depression."

New Account to Hutchins

The Rochester Circulator Corporation, Rochester, N. Y., electric circulators for hot water heating systems, has appointed the Hutchins Advertising Company, Inc., of that city, to direct its advertising account.

Appointed by Atlanta Agency

George Moore has been appointed to take charge of the newly established radio advertising department of the Eckford Advertising Company, Atlanta.

How One Small Plant Has Worked Out a Budget System

Though Sales Are Difficult to Forecast, the Plan Gets Around This Obstacle

By C. A. White

Treasurer, Leeds & Northrup Co.

IN presenting this subject—"Possibilities of Planning and Budgeting in the Smaller Plant"—it is not my purpose to try to tell how it should be done but rather to try to explain in more or less detail how the Leeds & Northrup Company is doing it.

In order that you may get a little better idea of conditions under which we are working let me submit a few details:—

Our management is vested in an executive committee of six, the president and five division heads.

Product:

1. Electrical Measuring Instruments including almost 600 catalog items.
2. Potentiometer Pyrometers.
3. Hump and Homo Heat-Treating Furnaces.
4. Automatic Combustion Control Apparatus.

Customers:

Automobile, steel, oil, and chemical industries, power plants, colleges and any manufacturing plant where the measuring and control of heat processes are essential.

* * *

It became apparent early in our study that the sales department would not be able to give the budget department a list or schedule of the various instruments or apparatus that it would sell during any fiscal year. At first this obstacle seemed insurmountable but after several attempts and failures we hit on a scheme that is ridiculously simple, yet the over-all results work out with uncanny accuracy.

We supply a great many different kinds of instruments to a wide

range of users for many different purposes, but strange as it may seem, there is a very constant ratio of labor and material entering into these products, and although the figures for any one month may be slightly off, or occasionally considerably off, the tendency is to correct the error in the succeeding months, thereby making it possible to use a fixed ratio for labor and another fixed ratio for material.

Another very interesting ratio is the amount of money we can expect to collect during any particular month. This ratio is subject to more variation than any of the others; on the other hand, after working with the problem for a number of years it is possible to gauge somewhat the lean months and the fat ones so a fairly good estimate can be made. In our particular business (and this of course will vary in other lines according to terms and class of customers) we can say with a considerable degree of accuracy that 65 per cent of the accounts receivable at the beginning of the month will be collected during the month.

With these ratios as a basis, covering "cost of shipments" (broken down into Labor, Overhead, and Material), "collections" and an expense budget that will check up fairly closely with "overhead earned" we are in a good position to make up a "master budget."

Basis of Calculation

Of course the basis of any manufacturing budget must of necessity start with the "sales" that are expected to be made, plus any inventory building program that may be in prospect.

As previously explained, our sales department has not yet been able to supply this information by products but in normal times it has

Extracts from a speech made at the Conference on Management Problems of Smaller Industries, being held this week at Silver Bay on Lake George, N. Y.

been able to approximate pretty closely the volume of orders (meaning dollar value) for the various months. These added together give us our total sales estimated for the year. To avoid misunderstandings we speak of sales made as "orders" and "shipments." As you will see later this is quite essential because from a budget standpoint, they are two different things, yet when added together they mean one thing, viz: "Sales."

We have, then, as a start—Expected Orders for the year by months. To avoid complications we will assume that the inventory is to remain constant.

The next step is to take the orders on the books at the beginning of the year and add to them the orders expected for the first month then subtract the expected shipments for that month, leaving the orders on the books at the end of the first month. How do we know what the shipments will be? Well here again long and painful experience comes into play. As a rule, given the amount of orders on the books at the beginning of any month we can tell you pretty closely what the shipments will be.

Ratios and How Applied

We now have most of the elements needed to begin building our budget. Take the budgeted shipment for the first month, valued at say—\$500,000 catalog prices. By referring to our ratio schedule we find that 12 per cent of this is \$60,000, representing productive labor. We know how many people are on the productive payroll, the average rate per hour, 44 hours per normal week, therefore it is simply a matter of mathematics to determine how many people are needed. Or start from the other end—take the productive force, times the average rate, times the normal day of 8.8 hours, times the possible working days for the month equals the productive labor capacity. If not enough to meet the budgeted shipments, increase the force or work overtime. If too much, reduce the force, work short time, or put the surplus in inventory.

Material and the overhead ab-

sorbed by the product is also calculated by using ratios:

24 per cent of the Sale Price for Material.

24 per cent of the sale price for Overhead=200 per cent on Productive Labor.

After we arrive at this stage a number of things begin to emerge from the picture—the amount of productive labor required for the expected shipments has been determined, we know our productive capacity per day, we can work out the working days per month, therefore, we can now *plan our production schedule*.

* * *

In our particular case the old method of applying overhead as a percentage on the productive labor seems to meet our requirements nicely.

The rate is rarely changed. This makes cost comparisons possible over a term of years and fortunately as we have expanded the volume of business has increased so that the increase in expenses has been offset by the overhead earned.

Approximately 200 per cent of the productive labor is added to the cost of the product and set up as a reserve. Against this is charged all of the overhead expenses and the difference is considered as a profit-and-loss item which appears on the monthly profit-and-loss statement as "Overhead Adjustment"—over distribution adding to the profits and under distribution subtracting from them.

With this brief explanation you will see that as a budget item it takes its place in a logical sequence of events, appearing finally as red or black figure on the profit-and-loss statement.

If the figure is red and you want to change it to black, there are two ways to do it—increase sales, shipments, productive labor, thereby making the overhead reserve larger or decrease those items that go into the overhead expense. This, in theory at least, is very simple.

New Equipment Budgets

For a number of years we have been expanding rapidly and this has made necessary the purchase

of considerable new equipment. Our practice has been to have each department head very carefully review the needs of his own department for the year under consideration and then submit an itemized list of the various equipment items which is divided into four classifications:—

1. Purchase items:
 - a—Urgently needed
 - b—Desirable but not imperative
2. Manufactured:
 - a—Urgently needed
 - b—Desirable but not imperative

This list includes the approximate purchase prices or costs and if possible the probable date of purchase. As a further check on equipment purchases, items in excess of \$100 must be approved, first by an equipment committee (composed of two members of the Executive Committee) and finally by the Executive Committee.

The information contained in the Equipment Budget is used in connection with providing the necessary cash for payment of these purchases and possibly the financing through bank loans or some other source.

Planning as Related to Budgets

Running all through the work of preparing a comprehensive budget is the silver thread of planning. Budgeting is said to be the result of careful planning and although you may have planning without budgeting, you are not apt to have much success in making a budget *without* planning.

Accounting. Your system of accounting should receive your first consideration. Unless your accounts are so organized as to give the desired information accurately, promptly and in usable shape it will be very difficult to carry on.

Production. As has been indicated the production department must be in accord with the program that is being worked out. In fact, this is true all along the line. Unless there is complete co-operation between the various departments in the organization, it may be better to delay putting in a

budget until such time as those concerned are willing to pull together.

Finance. The financial man will welcome the budget with open arms. It will help him materially in taking the "guess" out of his problem. Long range financial plans are much easier to work out with the aid of a comprehensive budget.

Control of Overhead. "And now abideth labor, material, overhead, and the greatest of these is overhead." The paraphrasing of this Biblical text is not original with me but I heartily endorse its sentiment.

We have found that one of the chief benefits secured from budgeting is that those in positions of authority and responsibility must *think through their problems*.

Another advantage is that once a man has put himself on record as to the amount of money needed to run his department, for a year, his interest in the whole problem of expenses is increased considerably. And if each department head is furnished with a report each month showing a comparison between the budget and actual expense, the various items of expense are going to get very careful scrutiny.

Finally, budgets are a means to an end—not an end in themselves. A guide or tool for management, not a control device for the Budget Department or Accounting Department.

E. T. Geddes, Advertising Manager, Byers Machine

E. T. Geddes, for the last three years account executive with Paul Teas, Inc., Cleveland advertising agency, has become advertising manager of the Byers Machine Company, Ravenna, Ohio.

Jewelry Papers Merged

The Jewelry Trade News, published by the Keystone Publishing Company, Philadelphia, has been merged with *The Keystone*, also published by that company and will appear hereafter as a news department of *The Keystone*.

Appoints Grant & Wadsworth

The Supra-Value Shirt Company, North Bergen, N. J., has appointed Grant & Wadsworth, Inc., New York advertising agency, to direct its advertising account.

How Much They Buy

THE Bureau of Census, United States Department of Commerce, has prepared a quick summary, by States, of the basic information obtained through the census of distribution. This summary shows, for each State, the

population in 1930, number of retail stores, per capita sales and stores per 1,000 population, total net sales.

These statistics for the various States are reproduced in the following table:

	1930 Population	Number Retail Stores	Per Capita Sales	Stores per 1,000 Population	Total Net Sales
Alabama	2,646,248	21,432	\$198.19	8.1	\$524,472,335
Arizona	435,573	5,044	441.76	11.6	192,418,746
Arkansas	1,854,482	18,040	221.89	9.7	411,494,753
California	5,677,251	86,025	575.73	15.1	3,268,545,636
Colorado	1,035,791	14,063	480.65	13.6	497,852,191
Connecticut	1,606,903	22,065	475.80	13.7	764,571,044
Delaware	238,380	3,623	416.12	15.2	99,194,097
District of Columbia ..	486,869	5,917	681.65	12.1	331,873,844
Florida	1,468,211	22,411	338.92	15.3	497,601,165
Georgia	2,908,506	28,768	212.32	9.9	617,543,956
Idaho	445,032	4,947	380.81	11.1	169,471,843
Illinois	7,630,654	97,074	483.28	12.7	3,687,370,356
Indiana	3,238,503	41,796	379.59	12.9	1,229,294,386
Iowa	2,470,939	32,991	395.05	13.4	976,154,704
Kansas	1,880,999	26,020	424.56	13.8	798,599,763
Kentucky	2,614,589	27,267	226.43	10.4	592,008,879
Louisiana	2,101,593	23,405	223.65	11.1	470,018,825
Maine	797,423	11,096	388.67	14.0	309,934,858
Maryland	1,631,526	21,129	376.22	13.0	613,812,177
Massachusetts	4,249,614	53,855	484.49	12.7	2,058,887,788
Michigan	4,842,325	56,290	461.67	11.6	2,235,570,860
Minnesota	2,503,953	31,027	418.02	12.1	1,071,787,582
Mississippi	2,009,821	17,331	205.92	8.6	413,858,201
Missouri	3,629,367	47,216	410.58	13.0	1,490,146,846
Montana	537,606	6,996	446.58	13.0	240,082,195
Nebraska	1,377,963	18,350	435.16	13.3	599,630,250
Nevada	91,058	1,312	550.06	14.4	50,088,632
New Hampshire	465,293	6,514	390.08	14.0	181,500,859
New Jersey	4,041,334	60,203	458.12	14.9	1,851,405,393
New Mexico	423,317	4,204	285.50	9.9	120,855,221
New York	12,588,066	189,921	575.12	15.1	7,239,632,514
North Carolina	3,170,276	28,958	234.72	9.1	744,136,243
North Dakota	680,845	8,131	341.94	11.9	232,810,484
Ohio	6,646,697	84,042	459.89	12.6	3,056,748,364
Oklahoma	2,396,040	27,490	331.33	11.5	793,869,223
Oregon	953,786	14,640	482.50	15.3	460,170,647
Pennsylvania	9,631,350	136,518	419.42	14.2	4,039,555,807
Rhode Island	687,497	9,488	460.47	13.8	316,573,174
South Carolina	1,738,765	15,082	171.98	8.7	299,037,807
South Dakota	692,849	8,990	378.36	13.0	262,148,879
Tennessee	2,616,556	23,498	248.36	9.0	649,857,182
Texas	5,824,715	67,258	356.10	11.5	2,074,164,554
Utah	507,847	5,291	393.90	10.4	200,041,805
Vermont	359,611	5,169	422.89	14.4	152,074,734
Virginia	2,421,851	26,222	246.42	10.8	596,784,504
Washington	1,563,396	22,209	495.29	14.2	774,340,348
West Virginia	1,729,205	17,283	255.68	10.0	442,119,101
Wisconsin	2,939,006	39,612	419.73	13.5	1,232,338,677
Wyoming	225,565	2,955	449.53	13.1	101,399,360



 VNA FIRST NATIONAL BANK OF
 DENVER, PLANT IN DENVER
 NATIONAL CITY BANK OF
 NEW YORK, PLANT IN NEW YORK
 (BANKS HAVE INFORMATION)
 DENVER 1960
 (NAME OF LA BANKS UNKNOWN)
 DENVER 1960

JUAN NACHO & Cía.
CASA IMPORTADORA

HARRY J. HARRISON
 "HARRISON" Co. Inc.
 1000
 1000
 1000

Buenos Aires July 13, 1933

AEROPOSTA

AMERICAN REPORTER
370 Seventh Avenue,
New York City.

(TRANSLATION)

Gentlemen:-

We take the liberty of writing to thank you to kindly place the following inquiry with the principal manufacturers.

50	Cars, Ash,	1.83	meters
12	"	2.13	"
50	"	2.44	"
24	"	3.74	"
50	"	3.05	"
120	"	3.66	"
50	"	4.37	"

We have no doubt you will favor us in this respect as early as possible as we are in the most urgent need of the goods inquired for.

With thanks in advance, we remain

Very truly yours

truly yours
C. Zarn

AIR MAIL CORRESPONDENCE

similar to this inquiry for merchandise, from a well-known importing house in Argentina, is becoming more and more a feature of South American trade.

"Our Readers are your Buyers Abroad"

AMERICAN EXPORTER

World's Largest Export Journal . . . 54th Year
370 Seventh Ave. New York



The indications on the buying barometer for Fall will be shown to the Fashion Trade in two exceptional issues of Fashion Merchandising . . . the Cosmetics Number and the Autumn Ensemble Number . . . ready early in September.

Harper's B
For September—Furs, Fall



The increasing demand for fashion merchandise is the barometer of all buying. It indicates a definite looking-up of all business... The buying barometer for Fall is in the demanding hands of the readers of The Fashionable Magazine of America.

r's Bazaar
urs Fabrics, Cosmetics

"Co-op" Campaign Dropped

THE national co-operative advertising campaign of the furniture industry, running in magazines over the name of the National Home Furnishings Program, has been cancelled, it is announced at the office of the Millis Advertising Company, Indianapolis, headquarters for the campaign.

The campaign was set up originally on a contract basis to run for four years. Subscriptions from furniture dealers and manufacturers totaled \$4,300,000. Cancellation now, at the end of only two years, is due primarily to business conditions. More than 15 per cent of the subscribers, it was said at the office of the Millis company, are known to be in bankruptcy or in the hands of creditors' commit-

tees. At least 20 per cent more have protested that with the change in financial conditions since the subscriptions were taken, continuance of the campaign is unwise and unduly burdensome.

No more national advertising will be done. The merchandising activities of the program, largely in the form of tie-ups with the advertising, likewise are ended. The second annual National Home Furnishings Style Show, a style event to be held in subscriber stores all over the country the first week in October, will be held as planned. But it will be operated entirely as an individual store or locally co-operative event, with no magazine or radio advertising backing it, as was done last year.



Joy to the Heart of Stuart Chase!

THERE is a campaign, under way in the South, which urges cigarette smokers to roll their own. The Brown & Williamson Tobacco Corporation is not only offering smokers the makings, but is also making available a machine with which to roll them. The result, as preached, is a saving of 50 cents on the average weekly cigarette bill.

Noticing an astounding increase in sales of its Golden Grain flaked tobacco, the company guessed that the general interest in economy, as well as high State taxes on cigarettes, had recruited large numbers to the school of Stuart Chase. In an-

swer it packaged a blended tobacco, similar to that which goes into factory-made cigarettes, in quantity enough to make thirty cigarettes. It sells for 10 cents and is accompanied by cigarette papers. Further to simplify the home-rolling process the company offers a cigarette rolling machine for 75 cents. The entire outfit, including a tin case to hold twenty cigarettes, is marketed under the brand name of Target.

The campaign was introduced by newspaper advertising in Mississippi, South Carolina, Tennessee, Georgia and Arkansas.

HOW TO ROLL 'EM BETTER THAN READY-MADES!



Treat yourself to the inexpensive Target roller. Your dealer will demonstrate one. It's the swellest little cigarette maker you ever saw. You can roll rounder and better cigarettes than ready-mades.

Missionary Work Among the "Frails"



NO need for the Lothario of the office to lunch alone when he can have a bevy of girl friends to treat. Though his salary may be small, if his eyes have caught the newspaper advertising of the Dr. Pepper Company, his problem is solved. He will have learned "how to feed a flock of 'hungry' women on one small salary."

Cheerful news, this, that for two bits he can invite a whole harem

to lunch. What is more, Dr. Pepper gives a little insight into the psychology of the "frails" by telling the young blood that, if those of his choice seem distant or bashful, all he has to do is suggest a little shot of nourishment (a glass of Dr. Pepper, of course).

"For a few odd nickels," young hopeful is told, "you can make yourself a hero and play not one, but the 'field.'"

* * *

Influenced by Duncan Phyfe

MATCH what is on the table with the table itself. This is the basis of a carefully studied sales plan to step up the desires of the modern hostess for faultless style in her dining-room.

If furniture, window hangings and lighting fixtures are in best taste when they are in the same decorative spirit, so, reasons the Roger, Lunt & Bowlen Company, silversmiths, is table silverware used to best advantage when it is part of the ensemble and not just "beautiful but out of key."

The company is adapting its manufacturing plans to take advantage of the ensemble vogue and is creating silverware patterns specially designed in those decora-

tive styles most frequently used in furnishing modern fine dining-rooms. Thus it follows that the influence of Duncan Phyfe, early American cabinet maker, and others who made popular the style termed Directoire, have brought about a new pattern in "Treasure" silver.

A handsome portfolio for jewelers offers no small education in the art of furniture design. Sketches of decorative detail as used by Phyfe and others of his period are shown, together with sketches explaining how these designs have been adapted to silverware. The jeweler who will read will find himself on solid ground with customers who know their period furniture.

Making a Catalog to Order for Each Individual Inquiry

How the Loose-Leaf System Could Apply in Selling Diversity of Industrial Accounts

Editor of *PRINTERS' INK*:

We are interested right now in the subject of providing some better means for cataloging our lines. We now use several small booklets each covering a separate line or a combination of lines which are of interest to several classes of buyers.

It has been proposed that it would be much more practical for us to publish a loose-leaf form of catalog which would enable us to break it up by lines according to the needs of our trade and which would enable us to make changes without changing the entire catalog.

This, of course, will involve setting up machinery for controlling the distribution of this catalog so that we would know exactly where each one was so that changes might be sent to everyone interested.

Unquestionably this matter of catalogs has been thrashed out many times and I am wondering if you can send me some information covering the subject or suggest where I might obtain it. The matter is one of great importance to us and I shall appreciate any service you can give us.

Manager, Sales Development.

THE company making this inquiry produces merchandise which, broadly speaking, is divided into three major lines, the most important of which is transmission leather belting. Another line is textile specialties consisting of items such as leather straps, lace leather, leather packings, pickers, textile aprons, washers and discs. And then there is a huge showing of leather packings which are sold to a wide classification of industries being used in pumps, elevators, hydraulic presses, compressed air lifts, compressed air or hydraulic door checks and so on.

There are relatively few industries that do not have some use for one or more of the company's products. Many of these are not in any way interested in the line as a whole or in any major part of it; yet their purchases in the aggregate are profitable and well worth the best attention of sales departments.

Thus the proposition of catalog-

ing the line is extremely complex. Our correspondent informs us in another letter that he is contemplating issuing a general catalog which shall "simply list all the various items with a short description of each," the idea being to give the industrial buyer accurate information as to what the company is equipped to supply him. But we do not believe that this would be a very forceful selling medium for a line appealing to so many industries, the reason being that it could be little if any more than an illustrated price list. It would fall into the classification of so many general catalogs in which the engineering idea is predominant, with negligible attention given to the selling—which, of course, is the sole object of getting out the book.

A catalog has got to be more than a price list or it isn't going to get very far as a selling medium. We believe therefore that a general catalog such as the one the company proposes would be largely ineffective in gathering in business from so many and so widely diversified classes of industry. What it needs, so it would seem, is an almost indefinite number of small catalogs, each applying specifically and directly to one class of trade.

How can this large number of individual books be prepared and distributed without involving prohibitive cost?

We believe the loose-leaf system would be just the thing. The company at present has a belting manual which has the reputation of being a very valuable handbook for the maintenance man, engineer or superintendent responsible for transmission operations. This not only lists the company's belting merchandise but has much to say of a generally helpful nature and is therefore strong as a selling medium.

Our correspondent informs us that he thinks his organization

should have also a leather packings manual which, in addition to listing the type of packings manufactured, should likewise give in simple and understandable language the technical side of leather packing installations, operations and care. He should, most decidedly. But if he will utilize the loose-leaf idea he can have manuals for substantially every classification of trade to which he caters; and the expense, we imagine, would not be so very much larger for a whole series of books put up in this way than for the two completely printed manuals.

Here is the way the plan could work:

The company could print a quantity of loose pages taking in all the various classifications of merchandise which it manufactures and sells. There would be a few pages devoted to automotive leathers. The pages setting forth the transmission belting could be substantially the same in number and quality as in the present belting manual. Leather packings, lace leather, mill strapping and all the other divisions could be handled similarly. In other words there could be twenty collections of these pages, taking in the entire twenty divisions of the company's activities.

Filed by Divisions

Instead of being bound into permanent catalogs, however, the pages—printed only on one side, of course—should be filed by divisions. This would involve a drawer or bin full of pages advertising automotive leathers, another for belting transmission pages and so on.

There should also be loose leaves giving helpful information to every classification of trade just as is done now in the belting book and as it is proposed to do in the leather packings book. These pages should be filed in the same way as those bearing merchandise.

Then, as requests for catalogs are received, it would be possible and practicable to use stock pages in making up almost any kind of book that would appeal specifically and most directly to the inquirer. Suppose a trunk manufacturer wants to buy some scrap leather

and sends in for some printed matter describing it. Pages bearing scrap leather can be drawn out of the stock. But the manufacturer may be also interested in lace leather, trunk handles, split leather and even whole leather. All these pages can be assembled for him in a loose-leaf binder and introduced by some stock editorial matter devoted expressly to the needs of that kind of producer.

A manufacturer of textiles inquires about some belting. The belting pages can be assembled for him—also those devoted to lace leather, leather packings, pickers and other classifications.

It would be equally valuable, of course, from a standpoint of sales to print all these catalogs in permanent bindings, but the expense in this case would probably be too large. The selling results could be every bit as good from the loose-leaf catalogs.

The binders for the catalogs could be modest or elaborate in accordance with the importance of the department or the standing of the customer. It might be in some instances that customers would rate even leather bound books.

The strength of this system is in its ability to give to each inquirer compact and definite selling information which will enable him to make his purchases then and there without waiting for a salesman to call upon him.

The trouble with most catalogs going to the industrial trade is that they do not give the prospect enough data.

We know a man owning a fleet of fishing boats who lives in a little Virginia town on Chesapeake Bay. He is ninety-five miles from a railroad and the nearest markets of any consequence to which he has access are Baltimore and Norfolk. Necessarily he has to do a large part of his buying by mail. He is therefore eager to get catalogs and other printed matter bearing upon merchandise which he needs. He showed us one time his file of these catalogs. Most of them were hopelessly out of date, some being three or four years old. The merchandise was staple and the manufacturers did not think it

necessary to send out frequent issues.

When this ship owner wants to buy something his usual procedure is to look it up in one of the catalogs and then almost invariably he has to write the manufacturer asking him some direct questions about the commodity. On one occasion he wanted to buy a winch. He saw one pictured in a catalog but there was nothing in the description to let him know whether the winch could be used aboard ship. After considerable correspondence he bought it. All that he learned after an interchange of letters could and should have been included in the catalog presentation.

Manufacturers catering to the industrial trade should remember that their customers are as eager to receive information as the producer is to give it. Salesmen and correspondents are the bane of the industrial buyer. But he has to utilize both because the printed matter that is sent him is nearly always woefully inadequate. It does not tell him what he wants to know and therefore he must either ask that a salesman call upon him or exchange a series of letters.

The properly compiled catalog—the one that fully considers the man at the other end—can be a powerful selling medium for this very reason.

But such a catalog must be direct. It must apply as specifically as possible to the individual needs of the customer. It must be easy to buy from, complete as to details and clear in expression.

This is why we think the company in question should forget about the general catalog idea and utilize the loose-leaf system as the best means of making its printed message of individual application and importance.—[Ed. PRINTERS' INK.]

Death of A. W. Morley, Jr.

Albert W. Morley, Jr., for forty-five years with the Electro-Light Engraving Company, New York, and, more recently, with the Beck Engraving Company, of that city, died last week at Cranford, N. J., at the age of sixty-one. He had recently resigned as president of the Electro-Light company to become associated with the Beck company.

Crack Marksmanship Doesn't Make a General

THE J. B. FORD SALES COMPANY
WYANDOTTE, MICH., JULY 30, 1931.

Editor of PRINTERS' INK:

In your issue of July 23 G. A. Nichols proclaims the need of sales managers who can actually sell. He incidentally manages to take a fall out of sales executives who are, as he puts it, "adept at juggling vari-colored thumbtacks on maps."

Like most exponents of theories, Mr. Nichols apparently fails to consider the fact that in sales management, as in everything else, there is a "Golden Mean." The need of today is not so much sales managers who are super-salesmen but sales managers who, working with the proper appreciation of sales problems, can apply executive ability.

If Mr. Nichols were commander-in-chief of an army, we might presume that he would place in command of his divisions men who had demonstrated their excellence at sniping or leading trench raids.

F. H. THOLEN.

Changes on "Electric Refrigeration News"

Beginning September 9, *Electrical Refrigeration News*, Detroit, will be issued weekly instead of bi-weekly as heretofore. The Refrigerated Food Section of *Electric Refrigeration News*, beginning in September, will be published separately as the *Refrigerated Food News*, appearing monthly.

New San Antonio Business

William Wittman, formerly with the American Printers, Inc., and Frank W. Breece, former advertising manager of the Maverick-Clarke Lithographing Company, and, more recently, with *The Southwestern Poultry Journal*, have organized the Wittman-Breece Company at San Antonio, Tex. The new company will specialize in direct-mail advertising.

Cleveland "Plain Dealer" Advances Jay Ansberry

Jay Ansberry has been promoted to take charge of the financial advertising of the *Cleveland Plain Dealer*. He has for many years represented this paper in the real estate and commercial advertising fields.

Represents Tulsa "World" Nationally

The Tulsa, Okla., *World* is now represented nationally in all territories by the John M. Branham Company, publishers' representative.

R. E. Lusk with Bamberger

Robert E. Lusk, formerly advertising manager of R. H. Macy & Company, Inc., is now publicity director of L. Bamberger and Company, Newark, N. J.

Doesn't

FANY
1931.Nichols
managers
identally
of sales
"adept
acks onies, Mr.
ider the
as in
"Golden
not so
super-
work-
of sales
bility.
nder-in-
me that
his divi-
ed their
trench

OLEN.

ic
,Electrical
will be
ekly as
od Sec-
ews, be-
ublished
Food

usiness

with the
ank W.
nger of
g Com-
ch The
ave or-
company
company
vertising.

ler"

ry

oted to
vertising
He has
paper
ial ad-

rld"

ow rep-
ries by
, pub-rger
vertising
company,
Bam-
J.

FEEDING A HUNGRY MARKET

Seventy-eight Million
Dollars will purchase a
large amount of food,

and that is what residents of Oakland
Market annually expend for this neces-
sity, according to the United States
Department of Commerce.

Of this huge total, 64 Million Dollars
is spent for food designed for home
consumption; the remainder is expended
in public restaurants and eating places.

Concentrate your sales effort in the
paper which last year carried the second
greatest volume of local food advertising
in the entire Nation.

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

+ Plus Value
for the Rural
Advertising Dollar

PLUSSAGE



THE

**Country
Home**

MORE Returns per Dollar+

Four 100-line advertisements in The Country Home produced 5,204 inquiries for the Harley-Davidson Motorcycle Company.

— 54¢ per lead for motorcycle prospects!

Many other advertisers report that The Country Home leads in returns.

Increased response means increased advertising value.

THE COUNTRY HOME GETS RESULTS

THE CROWELL PUBLISHING COMPANY

250 Park Avenue, New York

Cotton Mills Use Advertising to Solve State Problems

By Solving the General Problems of the State, the South Carolina Cotton Mills Hope to Solve Their Own Problems

THE Cotton Manufacturers Association of South Carolina, representing practically all the cotton mills of that State, began in 1929 an educational advertising campaign using all advertising media in the State. Their program has involved a tremendous amount of research, carrying the investigation into many other sections of the United States; and has caused the establishment of a statistical library of many subjects vital to the industry and to the State at large. It has been an unbiased type of campaign, not designed particularly to curry favor for the cotton manufacturers, but to solve the general problems of the State, and by so doing solve many of the problems of the cotton mills themselves.

Among the problems attacked by the cotton mills were the following: The cotton mills found themselves faced with a surplus of labor, which for the sake of better employment, better homes, higher standards of living, had voluntarily come to the mills from the agricultural regions of the entire State. Agriculture is almost prostrated; there has been a serious loss of farms in the State over a period of the last ten years.

This surplus of labor in the mill villages could easily be the cause of much discontent and misunderstanding. The mills realized that they must solve the agricultural problems of the State, if they were to solve their own. They, therefore, supported the efforts of Clemson Agricultural College, and went into the press of the State with advertising, urging the farmers of the State to plant better seed; select soil most suited for the best results; use more fertilizers; use more intensive and modern cultivating and marketing facilities, and urging better ginning facilities. It was found that mills of the State offered a market for

almost 100 per cent more cotton of certain grades than was being produced in South Carolina, because of the inferior quality of the lint produced in South Carolina as a whole. Only a small portion of the South Carolina crop was purchased by South Carolina mills. The solution of this problem was begun under the direction of Clemson College by five-acre tests, and resulted in improving tremendously the quality of the staple produced by South Carolina farmers.

In a few years, continuation of the program will mean much to agriculture in the State as well as to the mills. The mills need cotton with a lint approximately an average of an inch in length of staple. The farmers were producing very largely cotton hardly more than $\frac{3}{4}$ inch in length.

Solving the Farmer's Problems

Another agricultural problem the mills discovered, and which they are trying to solve with advertising is the fact that South Carolina shows an annual deficit in meats, butter, eggs, other forms of food stuff, and feed for stock. Millions of dollars are spent by South Carolinians for food and for stock feed outside of the State. Our farms are under-producing in the matter of food stuff. They need to live at home. The cotton manufacturers through their advertising are preaching the doctrine of diversified farming and living at home; encouraging the farmers to raise more food and feed; soliciting the support of merchants, bankers and all South Carolinians in this encouragement.

An analysis conducted by the cotton manufacturers showed that taxes in South Carolina had tremendously increased during the last ten years, and that the increase resulted not so much from extravagance on the part of the State legislature and not from State

taxes; but from county, school district and municipal taxes, where great extravagances were in vogue and much money wasted. Several advertisements on the subject of taxes were followed by other advertisements on the same subject, drawing the logical conclusion, "Let Us Economize."

Such advertisements have brought forth wonderful response in the State at large. South Carolina is launching a program of economy in government actuated by the leadership of cotton mills which may mean the saving of millions of dollars for the mills in taxes and for the State at large. No doubt it will lead to very radical changes in some of the now unsatisfactory tax angles of the State. This effort toward economy in government alone is worth many times over the cost of the entire campaign.

Some months back there was some misunderstanding of what was known as the Stretch-out or Extended Labor system in the cotton mills coming along with the installation of modern new labor-saving machinery, and new modern methods of personal efficiency in the mills. As has always been the case in all periods of history, it brought much misunderstanding and discontent not only among the employees of the mills, but raised many questions in the minds of the people at large. Thorough, complete, concise explanations of the fundamental principles of extended labor when the idea is properly applied has brought out a much better mutual understanding, and more sympathetic feeling throughout the State toward this modern method which is absolutely essential. As the result of the unbiased explanation of the principle it is generally accepted not only as just

and fair by the employees and the public at large, but accepted as fundamentally necessary to a reduction of costs and in the interest of all concerned.

The advertising has made complete research in its comparison of the laws affecting labor through-



All of the Advertising Media in the State Are Being Used in the Cotton Manufacturers' Campaign

out textile States of the United States. A complete chart of labor laws has been presented for the information of the public and for the use of the legislature. For the first time, even the employees of the mills knew just what the laws governing the cotton mills of South Carolina were, and how they compared with the laws of other States. There has been an unbiased explanation presenting authentic facts in connection with the many time-worn legislative proposals affecting the mills.

The advertisements discussed the problem of foreign competition, presenting the facts to the public in such a forceful way as to convince the public of the most seri-

ous outside problems facing the cotton mills, of which they had never thought before. Many misrepresentations, which in the past have resulted from the lack of adequate information, have been carefully corrected through the advertising, and the State at large now recognizes the cotton mills of South Carolina not only as their greatest industrial asset; their greatest employers; their greatest producers; their greatest con-

sumers; their greatest tax-payers, but they recognize the industry as the ultimate salvation of the State.

The program, conducted upon a very broad plane, accepting the welfare of the State as absolutely essential to the welfare of the mills themselves, will be continued upon just such a basis, and through its constructive efforts and its educational value will no doubt supply the leadership for many reforms and solutions to problems.

What Groucho Says

He Discourses on Leadership

JUST been reading a fine business paper. It has a business measuring device on the first page. Sez that all we need is general confidence and electric leadership. Everybody's calling for competent leadership. Fellers, brainy guys, write about the business slump, tell how much gold and other dough we got and say everything's ready to hump if only we get the proper industrial leadership at work, then these writer guys throw out their chests, put up their pencils and go to lunch, having very sweetly passed the buck to leaders and leadership unknown, and feel their duty done. If business doesn't hump now it's the fault of these unknown leaders. The writers have told us we need leadership.

Leader? Leader? Where, oh, where is the Leader? Who elects the leaders in biz? What the heck has become of 'em? What in thunder would we do with 'em if we found 'em?

What do I think of it? I think it's all boloney if you ask me. I think if the guy who sticks his head out the window and whistles for "leadership" would tell us how to sell soap he'd be doing a better job, and if he'd get busy and sell some soap himself he might prove to be the leader he's whistling for.

Yes, by gosh, I'm for recognizing triumphant democracy. The whole funny business procession for the last three years is nothing but proof that the old-fashioned business leadership has

tumbled down and bumped its bloody nose, and yet the wise-ikes are yelling for some more leadership.

Oh, shut up! I'm not crazy. I'm talking about triumphant democracy, about thousands of competent people who show their competence in spite of the strangle hold of a discounted, out-of-date, old-fashioned industrial and financial leadership. Yep, lotta these old-line guys are still proxies and board chairmen, and they die hard. Look 'em over, listen to their "Basic conditions for business improvement are sound." Watch 'em cut down where they otta spend, fire good people they otta keep and rush into print with some more limburger lyrics about leadership!

That's one side of the picture. Watch some of these quiet guys who are sawing wood right this minute, making goods (nuff, but not too many) and selling 'em. Most of these guys are too busy to be rushing into print. They're practicing leadership, but it hasn't occurred to anyone to bally-hoo them. They are training their people, putting more leadership work on the rank and file of their own bunch. And funny thing, they're not thinking about leadership at all. Do you think that there's nothing good in business leadership unless it's press-agented? Keep your eyes open and watch some of these guys who're too busy to bark about what they're doing.

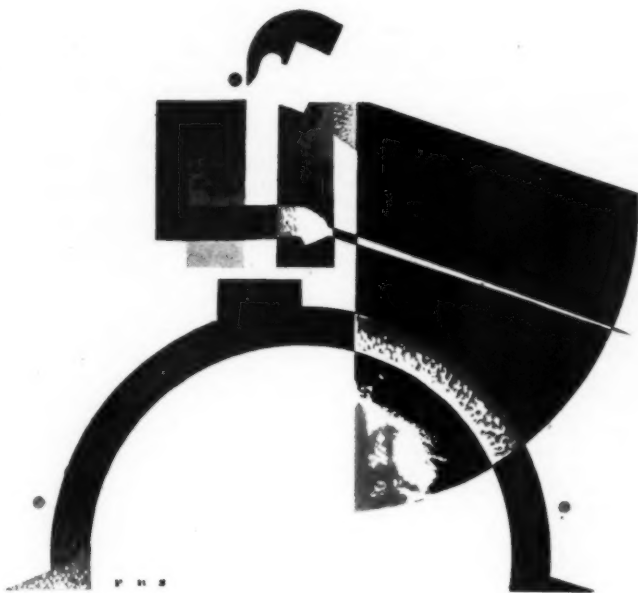
GROUCHO.

ayers,
try as
State.
upon a
g the
olutely
e mills
t upon
gh its
educa-
supply
forms

d its
e-likes
eader-
y. I'm
emoc-
petent
etence
of a
-fash-
lead-
d-line
board
Look
c con-
ement
down
good
n into
urger

cture.
guys
this
, but
'em.
busy
hey're
hasn't
y-hoo
peo-
work
own
hey're
ip at
ere's
ader-
nted?
watch:
busy
loing.
HO.

EXIT THE BULL!



THE bull's being dragged out. Advertisers are telling their story with straight-from-the-shoulder words. Pictures are playing a more important role than ever. Likewise engravings. . . . That's why more and more seasoned advertisers and agencies are turning their engraving work over to McGrath. McGrath has a habit of making pictures make words pay better — a habit of hitting the bull's eye.

McGRATH ENGRAVING CORPORATION

PHOTO ENGRAVERS • ELECTROLYTIC HALFTONES • 509 S. FRANKLIN ST., CHICAGO

Advertising in Foreign Countries

UNIVERSAL ATLAS CEMENT CO.
CHICAGO

We should appreciate receiving for use in our reference library, a list of the articles which have appeared in PRINTERS' INK and PRINTERS' INK MONTHLY on advertising in foreign countries by American companies.

UNIVERSAL ATLAS CEMENT CO.

THE advertising activities of successful American manufacturers abroad have always been interesting to the readers of the PRINTERS' INK Publications. Lists of articles on this subject are in constant demand, which would seem to indicate that even now, when domestic business is none too good, advertisers are not neglecting their foreign markets in order to give more attention to the pressing problems at home.

More than that, this constant demand for information seems to prove that the old order changeth. There is now a desire to do things right—the first time. The old pioneer spirit, happily, is dying. No more do manufacturers set about to "blast open" a market. Especially is the old pioneer changing his tactics in regard to export business. Says he: "Let someone else use the trial and error method." Lone judgment (fancy, prejudice and second-hand opinion) is rapidly becoming a thing of yesterday, and extremely shaky in repute—especially where it concerns foreign markets.

The articles which have appeared in these publications cover export advertising in all its phases. They run the gamut of advertising practice abroad—from determining the export advertising appropriation to how to keep the user satisfied with his new American product. These articles have been written by men on this side of the ocean and by representatives of American manufacturers abroad. The latter have written their experience right on the spot, whether it be Africa, Europe, the Orient, the South Sea Islands or South America. Faithfully reporting their experiences and difficulties they have aided

business in definite measure by these articles. The men in this country who have contributed to these pages are export sales managers, foreign advertising managers, vice-presidents in charge of export sales—in no instance men of theory. They may write of a pet theory which was tried but they are most satisfied to record the actual findings, whether or not that theory stood the test.—[Ed PRINTERS' INK.]

Robert McLean Heads Philadelphia "Bulletin"

Robert McLean, who has been vice-president of the Philadelphia *Evening Bulletin*, has been elected president to fill the vacancy caused by the recent death of his father, William L. McLean. William L. McLean, Jr., who has been secretary-treasurer, is now vice-president and treasurer. Control of the *Bulletin* has passed into their hands through their inheritance of approximately two-thirds of the estate and their trusteeship of the third share bequeathed to their sister, Mrs. John S. Williams.

A statement issued to employees of the paper by the two sons said that the *Bulletin* would be continued on lines laid down by their father and that there would be no change in management or policy.

R. L. McLean, a brother of the late publisher, has been elected secretary of the *Bulletin*. He has been circulation manager. Under the provisions of the will both he and his brother, Charles V. McLean, who is also a member of the *Bulletin*, each are left \$50,000.

To Represent Credit Magazine

Charles B. Blount has been appointed New England representative of *Credit and Financial Management*, New York, effective September 1. His headquarters will be at 1058 Park Square Building, Boston.

Typographic Craftsmen

Appoint R. N. Kingsbury

Richard N. Kingsbury has been appointed director of art and layout of Typographic Craftsmen, Inc., New York.

Periodical Publishers to Meet

The twelfth annual meeting of the National Publishers Association, New York, will be held at Buckwood Inn, Shawnee-on-Delaware, Pa., September 22 and 23.

Appoints Arkansas Dailies, Inc.

National advertising representation of the Blytheville, Ark., *Courier-News* has been taken over by the Arkansas Dailies, Inc., publishers' representative, Little Rock, Ark.

Mixed Grill

Alas and Alack, No Business Was Done

By a Femme Copy-Hand

SO you men are ranging yourselves pro and con regarding this matter of table d'hote conferences.* Well, I'm not taking sides but will someone please tell me just how much business they think was transacted *coldly* and *surely* and *intelligently* at the following noon-day repast?

* * *

It was a sparkling sunshiny day. The blithe young woman fashion-advisor of one of our accounts arrived at the office for a review of big fall dealer promotion plans. She was ushered into my copy cell where a square of India print and a window-box full of sad-looking ivy are supposed to impart a "feminine" touch. The executive on the account was slated to join our pow-wow but the clock had crept coily forward to noon before he stuck his head in the door.

"Sorry to have kept you—but what do you say to talking this plan over at lunch? We can really accomplish a lot, once we surround a glass of iced tea and a cold plate. How about it?"

The fashion advisor smiled acquiescence. And who was I to refuse . . . me a mere femme copy-hand on the ranch.

"Right-o," chirps he and glancing out the window he nods to the roof-club over the way. Its gay tangerine awning was flip-flapping an invitation. Under it . . . crisp linen-jacketed waiters were silently slipping smooth tall drinks to tired business men. "Just the place. Come on. And it's quiet up there, too."

The fashion advisor picked up her purse. I slipped the promotion plan folder marked "Rush" under my arm. Then, just because we weren't born a thousand years ago, we each applied a generous coat of lipstick. We were full of the business at hand—but we weren't overlooking the fact that some of

the most attractive bachelors in town lunch at that roof-club.

The fashion advisor was Vassar '25 (if you're any good at arithmetic you'll know she's not exactly ready to be pensioned). Besides she looks like an Eric drawing. She has to—that's her business. As for me I've still a couple of months before I go in for hug-me-tights and wheel-chairs. And now and then after the third quick one, some man will start telling me how much I look like Countess Morner (Peggy Joyce to the tabloids, sir).

Well, we stepped into the elevator (Express to the Tower Club). Others piled in after us. Several were women, but the exec in his gallantest manner saw them not as he faced us chatting merrily in the corner of the lift. Suddenly a feminine voice in bantering tone inquired in our direction: "Do you suppose his eyesight is failing him? He doesn't seem to recognize old friends."

I gave the exec a small jab: "I think someone is speaking to you."

He turned around. The bantering-voiced one was plump and smug and suburban-looking. In back of her was a lean, thin, tallish woman saying not a word but looking plenty.

"Fifty-fourth floor — Tower Club."

Suddenly he saw the tall thinnish woman just as she was moving forward to leave the elevator. Rising panic. Flight of executive poise.

"Ahhhhh . . . why
ahhhh . . . dear I didn't know you were going to be in town today."

The tall thinnish one answered by a frigid smile as she swept out and into the Ladies Private Dining Room. The plump one, still smirking and chattering and looking for all the world like a stage version of a typical suburban busy-body, trundled after her.

*"Let's Go to Lunch and Talk It Over," PRINTERS' INK, July 16, page 42.

Revere Copper Advances J. A. Doucett

J. A. Doucett, vice-president and assistant general sales manager of Revere Copper and Brass, Inc., Rome, N. Y., has been advanced to the position of vice-president and general sales manager. His headquarters will be at New York.

He previously was president of the Michigan Copper & Brass Company, Detroit, now the Michigan division of the Revere organization.

Vincent W. Allen, who has been works manager of the Michigan division, has been appointed manufacturing manager of the Revere organization. He will make his headquarters at Rome.

Leo McCusker Heads Kip Corporation

Leo McCusker, formerly with the Chicago offices of Erwin, Wasey & Company and Williams & Cunyningham, Inc., has been elected president of the Kip Corporation, Ltd., Los Angeles, maker of Pyrol, a preparation for burns.

The Philip J. Meany Company, Los Angeles advertising agency, has been appointed to direct the newspaper and radio advertising of Pyrol. Williams & Cunyningham, Chicago advertising agency, will direct the Pyrol magazine advertising.

P. F. Bauder Joins Frank J. Reynolds Agency

Paul F. Bauder, for several years advertising and sales manager of the Submarine Signal Company, Boston, and formerly with the General Electric Company, has joined Frank Reynolds & Staff, Boston advertising agency. He will specialize in marketing and research in the electrical field.

A. H. Van Duyn Joins Milwaukee "Journal"

A. H. Van Duyn, formerly classified advertising manager of the Newark, N. J., *Star-Eagle*, has become classified manager of the Milwaukee *Journal*. H. Gwaltney, former classified advertising and local display advertising manager at the *Journal*, will continue as local display advertising manager.

W. R. Royce with Williams & Cunyningham

Winchell R. Royce, who has been engaged in newspaper work, has joined the staff of Williams & Cunyningham, Inc., Chicago advertising agency.

New Account to Schwab and Beatty

The Pecano Manufacturing Company, Manheim, Pa., nut food manufacturer, has placed its advertising account with Schwab and Beatty, Inc., New York advertising agency.

W. A. James Assumes Addi- tional Duties with Hudson

William A. James, assistant sales manager of the Hudson Motor Car Company, Detroit, has been appointed to take charge of the advertising and sales promotion division of the company which is now being formed under his direction. He will continue his activities as assistant sales manager. Mr. James joined Hudson in 1919 and has held various positions in service, field, advertising, sales promotion and executive capacities in the sales department.

William R. Tracy, who has been in charge of domestic sales of Hudson for some time, will assume larger responsibilities in his capacity of sales manager.

To Direct Waukesha Mineral Sales

Myron D. Smith, formerly general sales manager of The Shaler Company, Milwaukee and Waupun, Wis., has been made general sales manager of the Waukesha Mineral Water Company, Waukesha, Wis., maker of Silver King beverages. He was at one time New England sales manager of the Hupp Motor Car Corporation, Detroit.

Milwaukee Agency Has Ac- count of New Advertiser

The Von Platen-Fox Company, Iron Mountain, Mich., has appointed the Green Bay, Wis., office of Freeze-Vogel-Crawford, Inc., advertising agency, to direct an advertising campaign on "Dream Playhouses," tourists' cabins and other lumber specialties. The Von Platen-Fox Company, a new advertiser, will use magazines and newspapers.

W. J. Hofman, General Manager, Hotel Group

W. J. Hofman, for many years advertising director of the Portland *Oregonian*, has been appointed general manager of the Associated Hotels, Inc., a newly formed group of twenty-five independent hotels of the Northwest. He has established offices at the Hotel Gowman, Seattle.

W. N. Gallagher, President, Automatic Washer

W. Neal Gallagher, who has been vice-president and general manager of the Automatic Washer Company, Newton, Iowa, has been elected president. He succeeds H. L. Ogg, who has resigned because of ill health, but who remains a member of the board of directors.

Fuller & Smith & Ross Appoint W. H. Kite

William H. Kite, of the administrative staff at Cleveland of Fuller & Smith & Ross, Inc., advertising agency, has been made art production manager.

Go to Omaha for Business

It's there!

Sure, you have to go after it . . . same as the Omaha merchants do! They are getting theirs by advertising more heavily than ever.

In July and in June this year they bought more retail advertising in the World-Herald than the World-Herald or any other Omaha newspaper ever printed in any previous July and June . . . 72,240 more lines during July than they used in the World-Herald the same month last year . . . more, too, in June than in June, 1930. Yet the Bee-News lost only 1,414 lines in July, 13,132 lines in June.

Those Omaha go-getters have kept it up, too, all year . . . so they must be getting business! During the first seven months this year the World-Herald printed 5 per cent more local advertising than in the same period in 1930; the Bee-News almost broke even.

Yes, there's business in Omaha for those who step out for it . . . *and use the right newspaper set-up.* Omaha merchants are putting about 65 per cent of their advertising in the World-Herald.

Omaha World-Herald

National Representatives: O'MARA & ORMBEE, Inc.

Fourteen Ways to Cut Waste in Distributing Dealer Helps

(Continued from page 6)

address of the merchant to whom he wishes the material sent. We then send the display material direct to the dealer with a note requesting him to remind our salesman on his next call to set up this material."

* * *

A refinement of this requisition pad idea has been developed by several manufacturers. This is the plan of including, next to each item listed on the requisition slip, its actual cost to the manufacturer.

• Mr. Desbecker, of Eberhard Faber, explains the plan this way: "Opposite each dealer-help item on our salesmen's requisition slip is the size and the cost price. The cost price is included, not because we charge the dealer for the material, but to enable him and our salesmen to know and appreciate the value of the 'helps' which they are requisitioning."

The O'Brien Varnish Company works the same plan in a slightly different way. Mr. Swisher, advertising manager, says: "Each member of our selling organization carries in his price book a complete list of all our dealer helps with the actual cost of each item. This information is included not only to give our own men a definite idea as to the value of dealer helps, so far as actual cost is concerned, but also to enable them to go over the list from time to time with the trade and point out that dealer helps are worth real money. This has helped a great deal in eliminating waste."

* * *

Still another refinement of the requisition slip plan, and a refinement which leads us into the third way of reducing waste, has been developed by a large washing machine company. Says the advertising manager: "On their advertising requisitions, salesmen are required to indicate what population the town has, number of

names on dealer's mailing list and a few other facts that clearly indicate the dealer's size, the size of his trading area, etc. This enables us to check the quantity of consumer circulars or other dealer-help material with the population and other statistical factors. As a consequence, we generally know when a requisition calls for more material than a dealer can economically use and we do not hesitate to cut the order accordingly."

In other words, method number four takes us into a still more elaborate policy of checking to reduce waste. What it involves, in brief, is a quick statistical analysis of the dealer so that headquarters may be able accurately to judge whether the quantity of material he wants is justified by the known facts.

When no effort is made to check back in this way, the result is likely to be such waste as that indicated in the comments of an executive of a Pennsylvania department store who told *PRINTERS' INK*: "A recent shipment of suitcases, valued at \$100, contained six beautifully printed catalogs of eighty-six pages each and six supplements of twelve pages each. One was all that was necessary; the five additional copies were a complete waste. Another house persisted in sending, with nearly every shipment, an entire envelope of elaborate window cards. One set was sufficient. It seems to us that it would certainly cost less to establish a check on dealer-help shipments than to send them out in this lavish way."

The check-up by the manufacturer varies in accordance with the amount of detail work that seems to be warranted from the standpoint of possible savings. For instance, a manufacturer of fishing tackle states: "Before any shipment of dealer helps is made, we investigate as far as we can the amount of material that the dealer can use advantageously. We keep a record of all literature that is sent to our dealers and therefore we can refer back and see what has been sent to each dealer in past

ist and
clearly
he size
This
quantity
other
popu-
lators.
nerally
ills for
er can
do not
accord-

years. Naturally, this at least enables us to spot promptly any sudden extravagance in ordering helps."

A prominent maker of underwear tells us: "When we receive a direct request from a customer for help material we first refer to our records to see what he has been buying from us. There is no point in sending display material for merchandise a dealer does not carry in his stock."

num-
l more
ing to
ves, in
analy-
dquar-
ely to
of ma-
by the

The advertising manager of a company in the house furnishings field writes: "We found a great many cases where dealer-help shipments had been made to dealers without the dealers knowing that they were received. They were in the back room somewhere, unwrapped. To prevent duplicate shipments, every order for dealer-help material is checked to see whether or not we have had a previous order and whether shipment was made. This helps to cut down waste."

check
ult is
s that
of an
a de-
NTERS'
suit-
tained
gs of
k sup-
each.
ssary;
ere a
house
nearly
velope
One
to us
ess to
t-help
n out

E. J. Anderson, advertising manager, Altorfer Bros. Company, informs us: "We base the quantity of dealer-helps on purchases. A certain number of units purchased calls for a certain amount of circulars, envelope stuffers, broadsides and display material. When advertising requisitions are received from the dealer, they are checked to see whether they are in line with this policy. Unreasonable orders are cut accordingly, but the aggressiveness of the dealer is properly considered in the final analysis."

ufac-
with
that
a the
For
ship-
e, we
a the
dealer
keep
at is
efore
what
past

Still further along the road of detailed check-up is the procedure followed at the Perfection Stove Company. As explained by Norman E. Olds, advertising manager, the plan is as follows: "We have kept track of the quantity of material used by our various district offices, as against the number of stoves or heaters sold, also against the number of dealers in a territory. Thus we have compiled what seems to be a probable quantity per dealer or per stove, based upon the averaging up of five or six years' study of the actual material used.

"Whether the resultant is a proper figure or not, I have no way of telling. It varies very widely in different parts of the country. Some districts will use twice as much material per dealer and per stove as another district. However, as these differences continue year after year, we are forced to assume that they are peculiarities of the different parts of the country, and we prepare for them."

The watch manufacturing company already referred to bases its distribution of dealer helps upon its system of dealer classification. Briefly, it has classified its dealers into several groups. "A" dealers, "B" dealers, "C" dealers, etc. A maximum quantity of each dealer help has been set for each dealer group. As a result, it simply checks each request for dealer helps against the group in which that particular dealer falls and the allowance set for that group. If the requisition calls for more than the maximum set for the group, the requisition is automatically cut.

Richard Sherrington, of The Selby Shoe Company, tells an interesting story in this connection. Some time ago, this company became convinced that both dealers and its own salesmen were requesting "helps" in too large volume. Consequently, it automatically reduced the amount asked for, in every case, from 25 to as high as 65 per cent.

"In not one case," says Mr. Sherrington, "did we hear of any complaints. This proved conclusively that both dealers and our salesmen didn't have any idea as to the amount of material that could actually be used. Now we analyze the dealer, the size of the town, his distribution of our product, and then we send him the amount of material we think he can use—not the amount he asked for. As a result, we are getting more requests than ever, although the quantities are much less because the material has come to mean something to dealers and salesmen."

Finally, we hear from a corset manufacturer who limits his check-

ing to a comparison of the advertising requisition slip with the order report. This company believes that by checking each dealer-help order in this way with the merchandise order that accompanies it, a sufficient check is established. Actually, this is a poor remedy for the trouble; yet it is better than none.

(To be continued)

E. S. Dickens with Beck, Koller

Earl S. Dickens, formerly sales and advertising manager for the O'Brien Varnish Company, South Bend, Ind., and subsequently vice-president in charge of sales for the Dolphin Paint & Varnish Company, Toledo, Ohio, is now general manager in charge of sales and advertising of Beck, Koller & Company, Inc., manufacturer of synthetic resins, Detroit.

Appoints L. & T. and L.

The Los Angeles office of Lord & Thomas and Logan has been appointed to handle the advertising of the Adohr Creamery Company and Adohr Stock Farms.

The Adohr company is a retail distributor of dairy products in Southern California.

Cleveland Tournament Ends in Deadlock

After a half day's battle in a torrid temperature over the fairways of the Manakiki Golf Country Club on August 6, the annual golf tournament of the Cleveland Advertising Club ended in a triple deadlock between Clay Reely, Charles McGrath and A. E. Chapin. Scores were 83 and the trio will play off for the second leg on the Wilbur H. Hyde trophy at the Acacia Club on August 13. A field of 120 golfers competed. The tournament was in charge of Frank Aiken, general chairman, assisted by George Buehler, J. C. Barker, Brewster Kinney and Charles McGrath.

Appoint Professional Advertising Associates

Amsterdam Bros., manufacturers of orthopedic and surgical appliances, with branches in Philadelphia, Newark and Brooklyn, have appointed Professional Advertising Associates, Inc., New York, to direct their advertising. Direct mail and medical journals will be used on this account.

Madri Bros., Inc., Ozone Park, N. Y., hospital furniture and equipment, has also appointed Professional Advertising Associates, Inc., to direct its advertising. Direct mail and hospital journals will be used.

H A Z A R D

Advertising Corporation



See
American
First

INDUSTRIAL Alcohol is the most efficient of all alcohols. It is the most efficient of all alcohols. It is the most efficient of all alcohols.

more efficient than any other alcohol. It is the most efficient of all alcohols. It is the most efficient of all alcohols.

There is a place for "American" Alcohol, partly due to its exclusive process, organized in our laboratories. It is a source of profit and satisfaction to users, resulting in dependability. Its proven results which directly increase the quality of your products.

When Alcohol is needed it has always your interest in "See American First."

See **AMERICAN** First
COMMERCIAL ALCOHOL CORPORATION
414 Broadway, New York 1, N. Y.

Phone 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

The first of a series of advertisements for our client
AMERICAN COMMERCIAL ALCOHOL CORPORATION

TWO NINETY-FIVE MADISON AVENUE, NEW YORK

torrid
of the
August
of the
in a
Reely,
chapin,
ay off
ar H.
ub on
com-
charge
rman,
C.
Charles

rs of
with
and
sional
York,
mail
a this

N. Y.,
has
ising
ertis-
rnals

D
n

K

Aug. 13, 1931

PRINTERS' INK

99

R. D. McCord Heads New Minneapolis Agency

The McCord Company is a new advertising agency at Minneapolis, with offices in the Rand Tower. R. D. McCord, formerly with the Minneapolis office of Batten, Barton, Durstine & Osborn, Inc., is president. Jean W. Johnson, former sales manager of the Minneapolis-St. Paul division of the General Outdoor Advertising Company and later a member of The Herr Advertising Agency, Minneapolis, is vice-president. Arthur Brammer, former art director of the Campbell-Ewald Company, Detroit, has been appointed art director.

P. C. Gartley Now Chicago Distributor for Willys-Overland

P. C. Gartley, for the last two years Western general sales manager of Willys-Overland, Inc., with which organization he has been for a number of years, has resigned to become distributor of Willys and Willys-Knight motor cars and trucks in the Chicago area. He has formed a company to be known as P. C. Gartley, Inc., which will be wholesale distributor for the territory and will also engage in retail operations in Chicago.

Municipal Magazine Group Organized

The State Municipal Group is the name of an organization which has been formed by the publishers of twenty State municipal magazines, all members of the American Municipal Association, with headquarters at 180 North Michigan Avenue, Chicago. Harold H. Laskey has been appointed advertising manager for the group.

Appoint Doremus

Distributors Group, Inc., sponsor of North American Trust Shares, fixed investment trust, has appointed Doremus & Company, advertising agency, New York, to direct its financial advertising and publicity.

Doremus & Company have also been appointed to direct the advertising and publicity for Representative Trust Shares by their sponsors, the Mutual Depositor Corporation.

R. G. Perkins, Advertising Manager, Scholl Products

R. G. Perkins, for ten years with the Chicago office of the *Boot and Shoe Recorder*, has been appointed advertising manager of the Scholl Manufacturing Company, Inc., of that city. Dr. Scholl's foot appliances. He had been with the Scholl company previous to joining the *Boot and Shoe Recorder*.

J. E. Rogers, Bank Director

Joseph E. Rogers, president of the Addressograph-Multigraph Company, has been elected a director of the Union Trust Company, Cleveland.

This TIE-UP is a "NATURAL"

It is only natural that when the world's leading style-reporting organization — FAIRCHILD'S — applies its facilities to a field where style is predominant — HOME FURNISHINGS — the resulting publication — RETAILING — should be pre-eminent.

RETAILING

A Fairchild Publication

8 East 13th St., New York, N. Y.

BUDGET CUT

\$725,000

SALES INCREASE

60% IN 1930

Advertising manager, 15 years' experience in two jobs. Formerly with important unit General Motors. Present connection, 8½ years leading manufacturer with line of products ranging in price from 50¢ to \$3,600 sold through distributors, sales agencies, and dealers. Survivor of four mergers aggregating many millions. Outstandingly successful in moulding merged departments together and consolidating functions for economy and efficiency. Married, 2 children, age 36, Gentile.

Not interested in any but a real job with an unlimited future.

Address "H," Box 82
Printers' Ink

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHland 4-6500. President and secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 6 North Michigan Avenue, Govey Compton, Manager.

Atlanta Office: 87 Walton Street, Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager, San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor
ROBERT W. PALMER, Managing Editor
ROY DICKINSON, Associate Editor
C. B. LAERABEE, Associate Editor
BERNARD A. GRIMES, News Editor

EDITORIAL STAFF

E. B. Weiss, Thomas F. Walsh, H. W. Marks, Allen Dow, Andrew M. Howe, Eldridge Peterson, Don Masson

A. H. Deute, Special Contributor

Chicago: G. A. Nichols

Philip H. Erbes, Jr.

London: Thomas Russell

NEW YORK, AUGUST 13, 1931

The Importance of Small Plants Any permanent improvement in business technique and industrial conditions is largely dependent upon the collective efforts of small plants.

Huge industrial organizations get more notice and publicity. The public has come to visualize the industrial organization of our country as a huge aggregation of giant plants turning out their daily thousands of products. However, as the National Industrial Conference Board pointed out in its recent Service Letter, only one-half of 1 per cent of the manufacturing establishments in the United States employ over 1,000 wage-earners, only 1.4 per cent employ over 500 and only 3.4 per cent employ more than 250.

Another surprising thing in the figures released by this body and based on a study of the new cen-

sus, is the fact that plants with 500 or fewer wage-earners employ collectively 61.9 per cent of the total.

If we take a slightly different definition of a small plant, the figures are even more surprising. Those establishments with not more than 100 workers are 87.2 per cent of all manufacturing establishments and the 28.8 per cent of wage-earners employed by them constitute a larger number than the 24.1 per cent employed by the large establishments with more than 1,000 workers.

While it is true that large size is no indication of efficiency, the general level is probably higher in the larger plants. They grew.

Yet there is alert management in smaller concerns that can and do set the pace for all small plants. The combined importance of small plants, particularly in periods of depression, is obvious.

They have it in their power to assure the success of any general policy for the improvement of general conditions. For that reason the meeting now being held at Silver Bay, sponsored by The National Industrial Conference Board, has great possibilities for constructive proposals and action.

This is to be an experience meeting in very truth.

It is interesting to note that the methods of increased sales and advertising efforts to meet present emergencies will be discussed by those "mighty atoms" of the industrial world.

Out of the Laboratory

During recent years more and more companies have been putting part of their profits back into the business via the laboratory. Experimental and testing laboratories cost money to equip and operate. This year should bring out whether such expenditures are worth while. Now is the time for definite results to be shown.

A number of new products have emerged from laboratories this year; many of these are justifying the time and expense that have preceded their birth. Others will

pay for themselves in years to come.

It must be admitted, however, that there are some companies spending large sums for experiment and research departments that do not seem to have much to show for their money. One company, long the leader in its industry, has spent literally millions of dollars in its laboratories. Yet every major new development in the way of improvements in the old products or in new products, has come from smaller competitors. The larger company improves and changes only when forced to do so. This company is still the leader, but competition is closing on it rapidly.

Has this company been getting full value from its research work? It would not seem so. There is obviously something wrong. It is either slow in adopting the new ideas that come from its laboratories or its scientists and engineers are slow in developing new things.

Research laboratories *per se* should not be condemned for this failure. The fault lies, rather, in their management. They should not be conducted as something apart from the rest of the business. The men in these departments need time, of course, to experiment. But they should not be allowed to putter while competitors forge ahead.

Results are what count in every department these days—and the research department should be no exception.

Widening the Profit Margin

A small but increasing number of companies are beginning to show smaller decreases in net than in gross income. Examples from various fields are available to indicate that economies are enabling management to produce greater income on smaller sales.

Kroger Grocery & Baking with sales 3.4 per cent below the corresponding period of the previous year shows a net increase of \$1.13 per share, from twelve cents in the first six months of 1930 to \$1.25 the first six months of this year. Three hundred stores were closed,

new selling and advertising methods were adopted, as told recently in **PRINTERS' INK**.

Davenport Hosiery Mills with a decline of 3.2 per cent in sales reported on the first six months net income up 35.2 per cent.

Devoe & Reynolds, Procter & Gamble and several others show increases in net with decreases in gross.

A large number of companies, although reporting some decreases in net, showed a smaller net decline than in the gross, which is an indication of the same trend.

General Electric, with a 25.4 per cent decrease in net for the first six months, with a sales decrease of 28.5 per cent is among this number, as is Studebaker Corporation with decreases of 18.8 per cent in sales and only 9.7 per cent in net for the first six months of this year compared with last.

The second quarter results in Studebaker were remarkable in showing an increase of 33.3 per cent in net in the face of a decline of 15.6 per cent in sales. As business picks up, this tendency should prove even more noticeable in those companies which by eliminating waste and useless expenses have widened their profit margins.

Knowing markets better, selling cautiously in stable markets instead of expanding too rapidly, watching consumption as well as production curves is likely to be the management trend of the near future until the next boom makes management again forget sound practices.

Advertising Would Be Better

Henry L. Doherty, head of the Cities Service Corporation, has bought a half interest in the Kansas City, Mo., *Journal-Post*, for the stated purpose of combating editorial utterances of the *Kansas City Star*. The action of Mr. Doherty has the merit of being made in the open. Hidden editorial control of newspapers by a public service corporation is reprehensible and has, before now, ended in disaster in the courts. While it is in the nature of novelty for a public service official to take up the gauge of battle by means

of a personal organ, we doubt that it will be found to pay.

The approved way for a public utility to gain public confidence is to advertise its case in an open and truthful manner, in sober and earnest fashion, and in the mediums that may be expected to reach the audience whose good-will is sought. All of this could be done adequately at a fraction of the cost of buying into a medium for the purpose of turning editor.

Too Many Bosses, Maybe

Out in Topeka, Kans., the other day one of our staff writers heard about the assistant sales manager of a large Eastern corporation who was mad through and through.

He had been sent out to Kansas to do some investigating for his firm and expected the job would keep him busy for about three weeks. The day after his arrival, however, he received a telegram from the house reading as follows: "Return to New York at once Important."

Perhaps some of his anger and disgust came from being forced to curtail his visit to Kansas. We can easily see, under the circumstances, how this might be. But what aggravated him most was the useless waste of his firm's time and money entailed by the countermanding of the instructions his sales manager had given him.

"I suppose," he said, "that some one of my other big bosses has a 'situation' that he wants investigated, and it is apparently beneath his dignity to write me a letter, telegraph me or call me on long distance telephone. He could have talked to me on the telephone for a half day with a considerable net saving to the firm. But no; I must hurry back to New York and receive my instructions in person. It wouldn't surprise me at all if I were back in Kansas within a week or two. Can you beat it?"

Perhaps this man exaggerated his story a bit. People under emotional stress have been known to do this. But, if he is to be believed, his organization is af-

flicted by too many bosses and, by the same token, he cannot be blamed for his forcefully expressed idea that much touted efficiency in some of the large corporations is pretty much of a joke.

"One boss gives instructions," he said, "and the next day the boss above him may rescind them. Every boss in our place is jealous of every other boss and each seems to be afraid of what his immediate superior is going to do to him. If I could get half the money that is wasted around our place each year in this way I'd be comfortably rich."

All of which gives us a thought.

Now that economy—some of it constructive—seems to be the rule why wouldn't it be a good idea to require some of these seemingly superfluous bosses to attempt to justify their continued presence on the pay-roll? Perhaps they could do it. We hope they could. But we have an idea that such a survey of the bosses and sub-bosses of many an organization would reveal some surprising things. In any event, it would result in more work and less waste motion.

Death of H. S. Ide

Herbert Savage Ide, president of George P. Ide & Company, Troy, N. Y., manufacturers of shirts, collars, underwear and pajamas, died last week at that city. He was a son of George Peck Ide, founder of the company. He entered his father's manufacturing plant after leaving college and learned the business in every department, serving in various supervisory and executive positions until he became president in 1928. Mr. Ide was sixty-one years old.

Loreco Advances J. D. Flynn

J. D. Flynn, former advertising manager of the Louisiana Oil Refining Corporation, Shreveport, La., and, more recently, assistant manager of its Arkansas division, has been appointed Arkansas division manager to succeed J. A. Welch, who was made retail sales manager.

Seed Account to Kastor Agency

The John A. Salzer Seed Company, LaCrosse, Wis., has placed its advertising account with the H. W. Kastor & Sons Company, Inc., Chicago advertising agency. Magazines and farm papers will be used.



Are You Covering PROVIDENCE ?

Are you aware that the greater Providence territory is too large for any **ONE** Providence paper to properly cover and do the job well? It is a two-paper market and over 71% of its daily readers show a decided preference for **evening** papers.

Providence **evening** papers go home to be leisurely and thoroughly read and enjoyed. Its **evening** papers contain the best and most timely news and features of the moment.

In the **evening** field, The News-Tribune enjoys the confidence of a distinctive group of readers—a group that you **must** reach to obtain adequate coverage of this territory.

The News-Tribune

Represented By

SMALL, SPENCER, LEVINGS & BREWER, Inc.

Boston—New York—Chicago

Advertise

To "Him Who Hath."

IT TAKES money to buy quality products. The advertiser or space-buyer who advertises where money is the major object reaches the real quality products market.

The BARRON GROUP . . . The Wall Street Journal, Boston News Bureau, and Barron's, The National Financial Weekly is a "preferred" advertising circulation of national scope available to advertisers at a special group rate.

The readers of Barron Group publications comprise a concentrated grouping of the people of the United States who have money . . . money in the form of large investments, large incomes, broad business and personal interests.

Here is a circulation for which there is no substitute.

A special rebate covering all three papers of

THE BARRON GROUP

This special rebate will be quoted to advertisers or advertising agencies upon application.

Address either: E. B. Ross, Advertising Department of The Wall Street Journal, 44 Broad Street, New York City, or Guy Bancroft, Advertising Manager of Boston News Bureau, 36 Kilby Street, Boston, Massachusetts

The BARRON GROUP

The Wall Street Journal

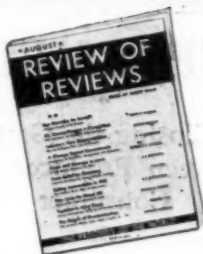
Boston News Bureau

Barron's, The National Financial Weekly

AUGUST MAGAZINES

VOLUME OF ADVERTISING IN
MONTHLY MAGAZINES(Exclusive of publishers' own
advertising)

	Pages	Lines
Motor Boating	101	43,416
Town & Country (2 issues) ..	52	34,570
Fortune	53	33,654
The Spur (2 issues).....	49	33,117
Country Life	46	31,069
House & Garden	45	28,407
Cosmopolitan	54	23,182
The American Magazine... ..	54	23,178
Nation's Business	52	22,209
Arts & Decoration.....	31	21,000
The Sportsman	31	19,602
Vanity Fair	31	19,494
Redbook	38	16,312
Popular Mechanics	71	15,904
Forbes (2 July issues)....	33	14,367
American Golfer	22	13,687
Motion Picture	30	13,020
Better Homes & Gardens... ..	28	12,634
Physical Culture	28	12,139
House Beautiful.....	19	12,063
Review of Reviews.....	25	10,712
The Chicagoan (2 July is.) ..	25	10,577
Harpers Magazine	47	10,556
Field & Stream.....	24	10,489
Boys' Life	15	10,440
Motion Picture Classic....	24	10,188
System	24	10,153
Psychology	23	9,895
Popular Science Monthly..	22	9,607
Country Club Magazine ..	15	9,570
American Boy	14	9,443
Screenland	21	8,968
Christian Herald	13	8,780
National Glider and Air- plane News	20	8,509
True Detective Mysteries..	20	8,434
Home & Field	13	8,344
True Confessions	19	8,306
Magazine of Wall Street (2 July issues)	19	8,294
Extension Magazine	12	8,062
American Home	12	7,801
National Sportsman	18	7,706
International Studio	11	7,637
Outdoor Life & Recreation	16	7,069
World's Work	16	6,860
Picture Play	16	6,721
Elks Magazine	14	6,444
Radio News	15	6,235
Screen Book	14	6,086
Screen Romances	13	5,720
Science & Invention.....	12	5,344
Sunset	12	5,262

BANK FAILURES ~
STOP THEM!

▼ There have been too many bank crashes. Frederick H. Rawson, Chairman of the Board of the First National Bank of Chicago, tells the depositor, borrower, and stockholder what lies behind our banking troubles.

INDUSTRY'S
NEW RESPONSIBILITIES

The employer can no longer nurse the employee. He must take care of himself. By A. W. Robertson, Chairman of the Board of the Westinghouse Electric Company.

SELLING AUTOMOBILES
IN 1931

By E. W. Hutchinson, Treasurer of the Chrysler Corporation. Should the motor industry be cheerful?

THE CURSE OF
OVERPRODUCTION

By Howard Florence. A financial expert wonders out loud why some men starve in a world choked with goods.

▼ The AUGUST number
will be sent on request.

REVIEW OF
REVIEWS

For forty years — Pre-eminent
in moulding Public Opinion
and interpreting Public Affairs

55 Fifth Ave., New York City

SEPTEMBER

Closing the Gap Between Producer and Consumer

By

EDWIN W. EBEL

Have manufacturers been guilty of forcing goods on consumers? Yes, says Mr. Ebel. We have just had an era of business *promotion*. The next step is a study of the *consumption* of goods. Business has "educated" the consumer to like its products. In the future it must find out first whether the consumer would prefer something else. Mr. Ebel is market and media director of Calkins & Holden, Inc.

Building a Depression- Proof Community

An interview with

BILLY B. VAN

Billy B. Van manufactures Pine Tree soap. His factory is at Newport, N. H. He tells the story of Newport (The Sunshine Town) which, believing that one-industry towns were meat for hard times, set out to diversify its industries. There are now eleven different manufacturers in Newport. They pool information, "swap" leads and have produced a system unique in this country.

WATCH FOR THESE ARTICLES

September

Printers' Ink

Monthly

	Pages	Lines
Film Fun	12	5,206
Hunting & Fishing	12	5,145
Dream World	12	5,087
American Legion Monthly ..	12	5,018
Atlantic Monthly	22	4,958
True Experiences	10	4,489
Young Men	11	4,473
†Golden Book	19	4,347
Open Road for Boys	10	4,199
Forum	9	3,890
National Republic	9	3,760
Street & Smith's Big Seven Group	16	3,640
Model Airplane News and Junior Mechanics	8	3,470
Scientific American	7	2,961
Scribner's	13	2,808
Nature Magazine	7	2,782
Munsey Combination	12	2,744
American Forests	6	2,684
Newsstand Group	12	2,679
Rotarian	6	2,507
American Mercury	8	1,884
Asia	4	1,800
Blue Book	3	1,486
St. Nicholas	3	1,477
Current History	6	1,323
Bookman	5	1,120
Street & Smith Combination	5	1,120
†Smaller Page Size		

WOMEN'S MAGAZINES

Vogue (2 issues)	76	48,435
Ladies' Home Journal	61	41,802
Harper's Bazaar	62	41,527
Woman's Home Companion	57	39,035
Good Housekeeping	81	34,849
McCall's	41	28,052
Pictorial Review	37	25,113
True Story	58	24,732
Delineator	32	21,761
Photoplay	43	18,302
Holland's	16	11,885
The Parents' Magazine	24	10,218
Tower Magazines	22	9,367
Farmer's Wife	12	8,160
True Romances	19	8,011
Household Magazine	11	7,700
Woman's World	10	7,138
Needlecraft	5	3,296
Messenger of Sacred Heart	15	3,248
American Girl	7	3,003
Child Life	6	2,716
John Martin's Book	1	499

CANADIAN MAGAZINES

(July Issues)

Mayfair	53	33,741
MacLean's (2 issues)	46	32,202
Canadian Home Journal ..	38	26,507

	Pages	Lines
Can. Homes & Gardens ..	40	24,985
The Chatelaine	23	15,799
Western Home Monthly....	19	13,529
Rod & Gun in Canada....	19	8,274

JULY WEEKLIES

July 1-6	Pages	Lines
Saturday Evening Post..	50	33,849
Collier's	25	17,251
New Yorker	26	10,949
Time	24	10,280
American Weekly	4	8,233
Liberty	15	6,279
Business Week	13	5,435
Literary Digest	10	4,519
Judge	9	3,650
The Nation	6	2,500
Life	5	1,982
New Republic	3	1,438
Churchman	3	1,419
Outlook	2	687

July 7-13	Pages	Lines
Saturday Evening Post..	61	41,224
American Weekly	16	31,004
Collier's	24	16,577
New Yorker	35	14,976
Time	30	12,906
Business Week	20	8,651
Literary Digest	15	6,665
Liberty	11	4,629
Judge	8	3,432
Life	5	2,212
The Nation	5	2,050
New Republic	3	1,088
Churchman	2	912
Outlook	1	560

July 14-20	Pages	Lines
Saturday Evening Post..	71	48,309
American Weekly	10	18,741
Time	33	13,984
Collier's	20	13,396
New Yorker	24	10,264
Business Week	20	8,444
Liberty	15	6,359
Literary Digest	14	6,169
Life	8	3,359
Judge	6	2,748
The Nation	4	1,650
New Republic	2	893
Churchman	2	755
Outlook	2	690

July 21-27	Pages	Lines
Saturday Evening Post..	61	41,249
Collier's	25	16,719
American Weekly	8	15,953
New Yorker	29	12,275
Literary Digest	17	7,766
Time	18	7,724

	Pages	Lines
Business Week	18	7,549
Liberty	10	4,494
Judge	5	2,335
Life	5	2,290
The Nation	4	1,550
Churchman	3	1,192
New Republic	2	990
Outlook	1	342

July 28-31	Pages	Lines
Business Week	17	7,222
Life	6	2,387
The Nation	4	1,400
Outlook	2	668
New Republic	1	508

Totals for July	Pages	Lines
Saturday Evening Post..	243	164,631
American Weekly	38	73,931
Collier's	94	63,943
New Yorker	114	48,464
Time	105	44,894
Business Week	88	37,301
Literary Digest	56	25,119
Liberty	51	21,661
Life	29	12,230
Judge	28	12,165
The Nation	23	9,150
New Republic	11	4,917
Churchman	10	4,278
Outlook	8	2,947

RECAPITULATION OF ADVERTISING IN MONTHLY CLASSIFICATIONS

1. Vogue (2 issues).....	76	48,435
2. Motor Boating	101	43,416
3. Ladies' Home Journal..	61	41,802
4. Harper's Bazaar	62	41,527
5. Woman's Home Comp. 57		39,035
6. Good Housekeeping	81	34,849
7. Town & Country (2 is.)	52	34,570
8. Mayfair (July)	53	33,741
9. Fortune	53	33,654
10. The Spur (2 issues)....	49	33,117
11. MacLean's (2 July is.)	46	32,202
12. Country Life	46	31,069
13. House & Garden.....	45	28,407
14. McCall's	41	28,052
15. Can. Ho. Jour. (July)	38	26,507
16. Pictorial Review	37	25,113
17. Can. Ho. & Gar. (July)	40	24,985
18. True Story	58	24,732
19. Cosmopolitan	54	23,182
20. The American Magazine	54	23,178
21. Nation's Business	52	22,209
22. Delineator	32	21,761
23. Arts & Decoration.....	31	21,000
24. The Sportsman	31	19,602
25. Vanity Fair	31	19,494

"THE CHANGE *that has come*



1899: Amid horse-cars, Hips, peek-a-boo shirtwaists and pompadoured Gibson girls, a new century was born. "Mother, may I go out to swim?" (you know the rest) put mother's point of view to music—but daughter began to strike out for herself just the same. Bicycling was now quite the thing—despite its bald admission that ladies have legs. The Victorian bars at the window were crumbling fast. Pictorial Review Circulation . . . 37,000



1915: The long fight for Suffrage is practically won. The first moans of the saxophone are heard in the land. Vernon Castle introduces the tango to a world of intoxicating new rhythms. The war era dawns in America with the suddenness of an earthquake. Eight million women join the Red Cross. Simultaneously with the discovery of new paths of service comes the opening of new roads to freedom. Pictorial Review Circulation . . . 1,074,000



1931: Now even the skies are hers. With 10 million women in "gainful occupations"—with 40% of the country's wealth already in her name—her horizon is no longer the four walls of her home: it is as broad as life itself. Clear-eyed, confident, she faces the vital problems of her life today—not just as housekeeper, as mother, as business girl, but as a gracious, enlightened citizen of the world. Pictorial Review Circulation . . . 2,350,000

PICTORIAL REVIEW

the broader horizon

THESE W
months sinc
women — n
on the first
PICTORIAL
For they
this magazi
convictions

SAY, if yo
mense adv
this mome
minced to
been establi
crystallized
tradition he
woman her
Review wa
manities of
pages blew
new centur
At once
pretation,
of Woman

has come to WOMAN

is a change not in environment merely, not in wealth and habits merely, not in occupation merely, *but in the very mind, the very being of the race itself*"

THESE words — written only a few months since by one of the greatest of women — might well have been printed on the first page of the first copy of PICTORIAL REVIEW thirty-one years ago.

For they express the beliefs on which this magazine was founded — and the convictions in which it is edited today.

SAY, if you wish, that there was an immense advantage in being new at just this moment when the Nineties had minuted to a close. Other magazines had been established for years; had definitely crystallized a viewpoint, established a tradition henceforth quite useless to the woman herself. If only because Pictorial Review was free of the inhibitions and inanities of the past, thru even its earliest pages blew a breath of freer air from the new century just born.

At once it developed a clearer interpretation, a more militant championship of Woman's new needs and aims.

From Suffrage (an issue which other women's magazines either dodged or opposed) to the problems of Maternity—

From Child-labor to World Peace—

From the struggle against illiteracy to the fight today for uniform Marriage and Divorce Laws—

You can put down on a sheet of paper the great forward steps, the constructive achievements of the women of America during the past three decades—

And you will have outlined the consistent policy of PICTORIAL REVIEW.

THE housewife, the hostess, the young mother, the business girl—find today in Pictorial Review the same brilliantly-conducted departments that Pictorial Review has always offered. But the editors of Pictorial Review still persist in viewing their magazine as more than simply a collection of departments, however ably managed; in interpreting to a woman, not just her duties, *but herself*.

FOUR-YEAR RECORD OF AUGUST ADVERTISING

Aug. 13

	1931	1930	1929	1928	Total
	Lines	Lines	Lines	Lines	Lines
Town & Country (2 issues)	34,570	46,984	65,412	55,094	202,060
House & Garden	28,407	43,315	68,133	59,020	198,875
Country Life	31,069	47,338	62,030	49,558	189,995
MacLean's (2 July issues)	32,202	35,507	46,009	39,614	153,332
Arts & Decoration	21,000	41,412	44,478	43,470	150,360
Nation's Business	22,209	31,283	44,550	27,606	125,648
Cosmopolitan	23,182	32,583	31,977	28,095	115,837
Vanity Fair	19,494	26,391	35,158	31,629	112,672
Forbes (2 July issues)	*14,367	*24,377	36,532	35,011	110,287
The American Magazine	23,178	28,071	30,191	28,357	109,797
House Beautiful	12,063	20,224	36,521	34,041	102,849
Popular Mechanics	15,904	21,280	28,112	26,880	92,176
Redbook	16,312	18,222	24,333	24,206	83,073
American Home	7,801	15,708	36,354	16,646	76,509
World's Work	†6,860	†15,309	†24,233	16,895	63,297
Popular Science Monthly	9,607	12,749	20,500	20,356	63,212
Field & Stream	10,489	16,016	18,304	17,875	62,684
Harpers Magazine	10,556	14,476	18,172	19,068	62,272
Motion Picture	13,020	16,667	16,740	15,038	61,465
Review of Reviews	†10,712	†12,513	†24,595	12,372	60,192
Better Homes & Gardens	12,634	13,098	15,443	16,671	57,846
Physical Culture	12,139	11,419	13,520	16,033	53,111
International Studio	7,637	14,024	16,149	10,332	48,142
American Boy	9,443	10,347	12,555	12,717	45,062
True Detective Mysteries	8,434	13,273	8,961	12,222	42,890
Christian Herald	8,780	†10,798	†12,709	†9,745	42,032
Boys' Life	10,440	8,770	10,554	10,410	40,174
Outdoor Life & Recreation	7,069	9,850	11,071	12,048	40,038
Atlantic Monthly	4,958	9,245	11,681	13,266	39,150
National Sportsman	7,706	8,893	10,204	9,681	36,484
Screenland	8,968	10,673	6,196	8,294	34,131
Science & Invention	5,344	8,893	8,169	10,624	33,030
Forum	†3,890	†7,733	†11,780	4,053	27,456
Scribner's	2,808	6,080	8,502	9,784	27,174
Sunset	5,262	5,194	6,502	8,650	25,608
Scientific American	*2,961	4,865	7,938	9,775	25,539
Extension Magazine	8,062	3,996	4,364	5,463	21,885
American Mercury	1,884	3,641	5,867	6,311	17,703
Munsey Combination	2,744	2,464	3,584	3,080	11,872
St. Nicholas	1,477	2,484	800	1,262	6,023
Totals	495,642	686,165	898,883	791,252	2,871,942

*Smaller Page Size.

†Larger Page Size.

‡Four July Issues.

WOMEN'S MAGAZINES

Vogue (2 issues)	48,435	64,237	†114,513	75,692	302,877
Ladies' Home Journal	41,802	46,371	51,020	64,141	203,334
Harper's Bazaar	41,527	44,472	56,393	49,423	191,815
Good Housekeeping	34,849	41,549	42,308	48,066	166,772
Woman's Home Companion	39,035	40,948	42,747	34,030	156,760
McCall's	28,052	33,741	32,266	31,271	125,330
Pictorial Review	25,113	28,402	27,476	26,898	107,889
Delineator	21,761	25,525	23,708	29,413	100,407
True Story	24,732	24,588	23,766	22,804	95,890
Photoplay	18,302	21,202	21,868	18,716	80,088
True Romances	8,011	12,525	10,297	12,430	43,263
The Parents' Magazine	10,218	10,644	9,930	7,528	38,320
Household Magazine	*7,700	*10,582	8,853	6,614	33,749
Woman's World	7,138	9,099	7,858	6,977	31,072
Needlecraft	3,296	5,552	6,174	6,346	21,368
American Girl	3,003	3,826	5,793	5,247	17,869
Totals	362,974	423,263	484,970	445,596	1,716,803

*Smaller Page Size.

†Three Issues.

WEEKLIES (4 July Issues)

Saturday Evening Post	164,631	224,961	238,765	213,688	842,045
Collier's	63,943	75,118	65,531	47,087	251,679
New Yorker	48,464	59,008	63,136	63,691	234,299
American Weekly	73,931	58,973	46,745	‡52,360	232,009
Time	44,894	62,971	‡64,487	‡29,839	202,191
Literary Digest	25,119	42,681	54,189	50,296	172,285
Liberty	*21,661	*28,851	*34,230	72,469	157,211
Life	‡12,230	12,644	20,481	19,045	64,400
Outlook	‡2,947	16,048	‡7,327	7,988	24,310
Totals	457,820	571,255	594,891	556,463	2,180,429

*Smaller Page Size.

‡Five Issues.

Grand Totals 1,316,436 1,680,683 1,978,744 1,793,311 6,769,174

AN OPEN DOOR TO NEW BUILDING ACTIVITY

No more worthy motive could exist for publishing a magazine than that it educates the consumer and cultivates a taste for fine living.

Entirely new conceptions of editorial treatment, interestingly prepared and always with the intensely practical viewpoint of insisting that each page shall be widely adaptable to the reader's requirements, are contributing to Home & Field's

- growth in circulation
- growth in prestige
- growth in advertising volume
- growth in permanent value as a means of trade stimulation.

An advertising contract placed with Home & Field represents far more than a mere purchase of space in which to put one's advertisement. It represents an opportunity for productive participation in a most effective demand which is being created in the field of building, remodelling, furnishing, decorating and landscaping.

Manufacturers and distributors of products useful in the construction and maintenance of fine houses will find here a market preeminently responsive to their advertising.

HOME & FIELD

572 MADISON AVENUE, NEW YORK CITY

Total
Lines
202,060
198,875
189,995
153,332
150,360
125,648
115,837
112,672
110,287
109,797
102,849
92,176
83,073
76,509
63,297
63,212
62,684
62,272
61,465
60,192
57,846
53,111
48,142
45,062
42,890
42,032
40,174
40,038
39,150
36,484
34,131
33,030
27,456
27,174
25,608
25,539
21,885
7,703
1,872
6,023
1,942

2,877
3,334
1,815
5,772
5,760
5,330
5,889
4,407
4,890
4,088
2,263
3,320
7,749
4,072
3,368
5,869
803

045
679
299
009
191
285
211
400
310
429

74

The Little Schoolmaster's Classroom

REFRESHING are facts as presented by James W. Hook, president of the Geometric Tool Company.

In the midst of generalizations, hopeless "what-can-we-do-about it" attitudes and theories of small politicians, Mr. Hook tells how he has investigated a big problem by looking into his own business. First he stabilized his working force, deciding that the men who had been with him and made good were going through the bad days with him.

This was in 1929.

The bad times hit him hard in June, 1930. There was only so much work to do. The stabilized force was to do it. The work was divided.

Those with dependents were given a larger share of it than those on their own. Skilled workmen helped clean windows. The stabilized force did any work asked of it.

* * *

Mr. Hook has kept a complete record of just what happened to each individual in his plant on short rations of work.

Forty-five weeks are carefully tabulated in a business which showed a recession of 50 per cent from the corresponding period of the year before.

This record shows each individual in each department.

The alternate weeks of work for Louis Katen and John Grillo are established to show how the split affected each.

In addition to enabling the plant to divide its work more intelligently, the figures and facts gave the president the best sort of actuarial data in percentages as applied to individuals. After studying his own tabulations carefully Mr. Hook comes to this conclusion:

"In our business these percentages have been most revealing. They have proved to us some important facts relating to unemployment benefits. They have shown us that it would not be such an

expensive thing to set up reserves during six or seven good years to maintain wages and salaries of the stable group of employees in our company at 80 per cent of normal for those with dependents, and 60 per cent for those without, during very long periods of short-time work in our factory. In fact, to be precise, a reserve of one-half of 1 per cent of our pay-roll set aside during the years 1923-1929 would have been sufficient to have maintained the pay of our stable group of employees at the above percentages of normal for a period of 40 weeks beginning June 27, 1930. From this it is reasonable to suppose that a reserve of 1 per cent of the pay-roll of those years would be sufficient in our business to maintain similar benefits for a period of 80 weeks.

"Of course, in view of seasonal variations in business and of lesser depressions that come along every two or three years, the reserves would be somewhat depleted during the period of their accumulation, so that one could hardly expect the whole of them to be on hand at the beginning of a major depression.

"Businesses ebb and flow also and in some cases are beset with unbridled competition that would make even a reserve as small as 1 per cent of the pay-roll a burdensome load to carry. Until an enlightened public mind seriously attacks the problem of controlling our production and definitely tries to understand the part that unbridled competition plays in it, business fears that force people out of employment and keep wages at bare existence levels will continue."

Mr. Hook's intensive study and the conclusions he draws from facts and percentages, should have more weight with business men than arguments and untried theories.

He puts the biggest single problem of our age up to the business

N

inacc

Grand

been s

brave

Mu

sional

MacD

his da

mand

But

man

tions

so ma

a lot

of th

Inaccessible?

NO man is actually inaccessible. Even the Grand Lama of Tibet has been seen by intrepid and brave explorers.

Mussolini gives occasional audiences, Ramsay MacDonald tries to divide his day to meet myriad demands.

But many a business man with the best intentions in the world has only so many hours a day and a lot to do with each one of them.

Now more than ever when business is hard to get, when his organization needs his help, advice and influence, the business executive can't afford the time to see everybody.

While not actually inaccessible to advertising solicitations, many of the men whose word carries much weight are hard to see.

These men can be reached by advertising messages in the

PRINTERS' INK PUBLICATIONS

WANTED TO BUY:

A PACKAGED PRODUCT

With Drug Store Distribution

One of our clients who is thoroughly familiar with sales and merchandising problems in the drug field, seeks to buy outright, or operate on a royalty basis, a product now being sold through drug and department stores or now ready for this market.

This product must be one which is susceptible to sales increases through advertising. No cosmetic item will be considered.

Please give full details in your letter. All information will be kept strictly confidential.

"G," Box 81, Printers' Ink

community in a way that challenges attention.

"Keep Out" and "No Admittance" mean about as little in most factories as "Rush" marked on an order from an advertising agency. The Schoolmaster must admit that even he has walked through doors that were marked with warnings about privacy—even those that insisted "This Means You!"

The Class may ponder this lesson in psychology and decide why these signs have lost force, while the Schoolmaster tells about one place where "No Admittance" means just that—a place where even executives fear to tread.

The Lamp Development Laboratory of the General Electric Company at Nela Park has had a "No Admittance" sign over the door for some time. But visitors had ignored it, in spite of verbal warnings as well. These intrusions bothered the workers so they decided to try an experiment.

A camera with an electric trip device, operated from a photoelectric cell, was rigged up. As soon as anyone entered the laboratory a photoflash lamp was automatically flashed and a picture of the intruder taken. The flash of light usually frightened the intruder away, but the laboratory had a record of his entrance.

The photographs were later exhibited to the culprits and this evidence was enough to bring a promise to keep out. After this trespasser-catcher had been in operation for a few weeks there was a noticeable falling off in the number of unwelcome visitors.

"No Admittance" now means "keep out" and this laboratory doesn't have to add "this means you."

The Schoolmaster has been discovered in error and wishes to restate the facts correctly. In the Classroom on June 25 he quoted from a placard in Macy's store to the effect that the Oyster watch was "self-winding by the action of the wrist. Miss Boynton, of R. H. Macy & Co., Inc., says that "the ign was read incorrectly. It applied to two feature watches at

one pri
proof,"
by the

The C
teed to
wound
watch is
itself.

The s
by the
Watch
New Y

The
him a
made b
of the
Compan
Buys T
Product
opinions
store e
the inve
in the c
ucts, wh
sales tr
among
and way
whether
exists
poor ne

The
largely
there a
would t
per cent
tives v

T

in th
deale
come
mate
get
prod
and
the p

Am

Est. 18

"G

one price. The Oyster, 'element proof,' etc., and the Self-winding, 'by the action of the wrist,' etc."

The Oyster watch, while guaranteed to be water-proof, must be wound by hand. The Self-winding watch is not water-proof, but winds itself.

The self-winding watch is made by the Perpetual Self-Winding Watch Company of America, Inc., New York.

* * *

The Schoolmaster has before him a report of an investigation made by the marketing division of the International Magazine Company. It is entitled "Who Buys These Twenty-two Grocery Products Now?" and is based on opinions of 589 grocery chain-store executives. The purpose of the investigation was to determine, in the case of the twenty-two products, whether there is a present-day sales trend upward or downward among "better class" purchasers and wage earners, and furthermore whether the best sales opportunity exists in high-grade, medium or poor neighborhoods.

The results of the report are largely what one would expect, but there are surprises included. Who would think, for example, that 66 per cent of these chain-store executives would report a "medium"

The Building Authority

in the community is the lumber dealer. It is to him builders come for advice regarding which materials to use. The way to get his co-operation on your product is to tell him its merits and profit-possibilities through the paper he reads regularly—the

American Lumberman

Est. 1873

CHICAGO

A. B. C.

EST. XXX 1898

Do you want to reach 11,000,000 "fans"?

Tillie the Toiler and Bringing up Father, famous comic strips, have over 11,000,000 daily followers. Recently, "Tillie", "Jiggs", "Maggie" and the rest succumbed to the lure of the "mike" and recorded some excellent programs, which are now available. For further particulars, call or write

WILLIAM MORRIS AGENCY, Inc.

Radio Department

Mayfair Theatre Building

Broadway at 47th St. New York City

Chicago Los Angeles Paris London



HOW TO SELL HAWAII'S
HUNDRED MILLION
DOLLAR MARKET

Send for a SURVEY on the line or lines of merchandise in which you are interested
HONOLULU STAR-BULLETIN

NEW YORK P. P. Alcorn, 300 5th Avenue
CHICAGO R. P. Alcorn, 619 N. Michigan Avenue
SAN FRANCISCO R. J. Bidwell, 742 Market Street
LOS ANGELES R. J. Bidwell, Times Building
SEATTLE R. J. Bidwell, Stuart Building

NEW YORK, N. Y., August 14th. This Market gives many National Advertisers 25% of their volume. Sales information and ideas pertaining to this vast market now available in a better way. A practical workable report made by one who has been identified with over 100 campaigns, may save you much time and expense. No agency affiliation, therefore an unbiased survey. Each survey will require at least one week's time, all data secured by principal. Reasonable charges. **R. G. THOESSEN**, Box 123, 180 West 59th Street, New York City.

WANTED—A JOB

with agency or manufacturer, preferably located in East. Eleven years' background in advertising and sales with agency, manufacturer and publisher. College education. Married. Address "J," Box 83, Printers' Ink.

"GIBBONS knows CANADA"

neighborhood the best for the sale of corn flakes, 53 per cent would report a "medium" neighborhood best for bran flakes and but 47 per cent for the sale of rice flakes? It is not surprising, on the other hand, to learn that a well-advertised coffee showed an increase of sales to "better class" buyers in 59 per cent of the stores, while its sales to "wage earners" declined in 39 per cent of the stores during the last eighteen months.

Truly this is an age that calls for alertness as never before. Unless a manufacturer has his finger on the pulse of things, his market is likely to walk out on him.

It is now possible to dine out at considerably less expense than for some time in the past. The Schoolmaster is an avid window shopper and some of the signs in restaurant windows fairly trumpet the news that prices are lower. "In keeping with the trend of the times" is the reason that is frequently given for the reductions. But it may also be learned—upon patient investigation, for this is not news for trumpeting—that certain of the restaurants have reduced the wages of the "help." The question is bound to arise whether the waiters, bus boys, chefs and so on are paying—in part, at least—for the nickel sandwiches that are eaten so zestfully. Two dollars a week deducted from the wages of a waitress—well, that is the "loss" on forty 10-cent sandwiches that are put on the bargain counter at half price.

The Schoolmaster thanks his lucky stars he is not an economist—not even in amateur standing. It would be so difficult for him to persuade himself that everyone's wages must be deflated, no matter how small they may be. He believes that greed must be the chief sin—at the root of most of the world's woe.

Appoints Gerstenberger

The advertising account of the Pennsylvania Refining Company, Butler, Pa., maker of Penn Drake Motor Oil, has been placed with Gerstenberger, Advertising, Inc., Cleveland. Radio, direct-mail and business-paper advertising will be used.

MacAttammany Publications Appoint

Lloyd Fisher, formerly with the Condé Nast Publications and the Harry Michaels Advertising Agency, has been made advertising manager of *Packaging Record* and the *Radio Retailer & Jobber*, both published by the A. B. MacAttammany Publications, Inc., New York.

Don Stedfield, formerly with the Champion Spark Plug Company, Toledo, and the Merchants & Manufacturers Association, Brooklyn, N. Y., has been made Eastern advertising manager of *Packaging Record*.

Clyde B. Davis, editor of *Packaging Record*, has been made editorial director of that publication and the *Radio Retailer & Jobber*.

Newspaper Campaign for New Richfield Gasoline

The Richfield Oil Corporation of New York has inaugurated a newspaper advertising campaign to introduce its new product, Richfield Golden Gasoline. Approximately two hundred newspapers will be used in the Richfield Eastern territory, comprising New England, New York, Pennsylvania and New Jersey. In addition posters and other forms of advertising will be used.

White King Soap to Earnshaw-Young

The Los Angeles Soap Company, Los Angeles, manufacturer of White King washing soap and powder, has appointed Earnshaw-Young, Inc., advertising agency of that city, to direct its advertising account. Newspaper, radio, outdoor and car card advertising is being used.

New Accounts to Aitkin-Kynett

The Wirt Company, Philadelphia, Dim-A-Lite and other electrical specialties, and the Parkway Baking Company, Philadelphia and Camden, N. J., have appointed the Aitkin-Kynett Company, Philadelphia advertising agency, to direct their advertising accounts.

To Represent "The Merchandise Manager" in Midwest

The Merchandise Manager, New York, has appointed William R. Stewart, Inc., publishers' representative, Chicago, as its Midwestern advertising representative.

Miss L. T. Moreland to Join Lavin

Miss Laurice T. Moreland, formerly with Batten, Barton, Durstine and Osborn, Inc., will join Lavin & Company, Inc., Boston advertising agency, on September 1.

Aug. 1

Clas
each
cen

BU

WILL
ing on
but off
Give co
314, P

WANT
TATI
REVIE
magazi
apply.

Detrol
enced,
sentatio
tries as
experie

Publis
two mo
territor
plete c
Contact
national
trade p

E
C
A
T
f
to
D
J
a

ADVE
sive s
ness
Salary
316, I

AN A
busines
well tr
good e
ability
ideas
educati
and all

Man v
produc
lithogr
Knowl
ing. I

Adver
Well-k
adverti
newspa
and co

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

WILL BUY TRADE PAPER operating on profitable basis, or unsuccessful but offering possibility of development. Give complete details in first letter. Box 314, Printers' Ink.

WANTED—MAGAZINE REPRESENTATIVE FOR THE ARCHERY REVIEW, Non-conflicting new "class" magazine. No local Representatives need apply. Box 312, Printers' Ink.

Detroit Representative, highly experienced, qualified to give aggressive representation or would consider Latin Countries as Contact Man. Extensive foreign experience. Fluent Spanish. Box 323, P. I.

Publishers' Representative can take on two more publications in the New York territory. Capable staff of salesmen, complete clerical organization. Two offices. Contacts with advertising agencies and national advertisers. General magazines or trade papers. References. Box 322, P. I.

EMPLOYMENT SERVICES

General Managers, Sales Managers, Advertising Managers, Comptrollers, Treasurers, other important men have for thirteen (13) years engaged us to negotiate new connections. **INDIVIDUAL. CONFIDENTIAL.** Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

HELP WANTED

ADVERTISING SOLICITOR, aggressive successful, for dry goods business publication. Permanent position. Salary \$100 a week to start. Box 316, Printers' Ink.

AN ASSISTANT EDITOR by leading business magazine in Chicago. Must be well trained, about thirty years of age, good educational background, personality, ability to make and hold friends, have ideas and knowledge of research. State education, experience, salary requirements and all other pertinent data. Box 317, P. I.

POSITIONS WANTED

Man with Eight Years' Experience as production and purchasing manager of lithographed window and store displays. Knowledge of printing and photo-engraving. Box 318, Printers' Ink.

Advertising Solicitor—Business Producer Well-known, educated, experienced young advertising woman; fine record—magazine, newspaper, agency—New York. Salary and commission. Box 320, Printers' Ink.

YOUNG WOMAN with complete advertising agency experience, capable secretary-stenographer, typist and correspondent, desires position with busy advertising executive. Box 319, Printers' Ink.

VISUALIZER—ART DIRECTOR—Extensive experience on national accounts. Can produce fine comprehensives and finishes. Full or part time. Salary or free-lance. Box 325, Printers' Ink.

Agency:

Want a good copy writer? If you reply to this—then I'm a good one. Box 324, Printers' Ink.

BUY MY BRAIN

Young man, 29, creator of real copy, expert correspondent, any type. Demonstrated managerial abilities. Ideal personal contact qualities. Excellent references. Seeks permanent connection. Box 315, P. I.

YOUNG WOMAN—college graduate—with advertising agency experience as secretary of copy department; assistant to production control manager and as head of direct-by-mail of national advertiser will be available September 1st. Box 321, Printers' Ink.

Merchandiser and Salesman—Experienced Advertising Manager, Sales-Promotion Manager. Thoroughly understand product sales and distribution. Newspaper merchandising and advertising experience. Want position with manufacturer either in office or field. Locate anywhere. Gentle. Age 30. Box 313, Printers' Ink.

MODERN TYPOGRAPHICAL EXPERT of proven ability, artistic background. Creator of direct advertising. Finished layouts and visuals, art work. Thorough knowledge of printing production and engravings. Customer contact. Creative Printer or Agency anywhere. Age 30. Married. Box 311, Printers' Ink.

BINDERS

To make the files of the Printers' Ink Publications more accessible, we sell binders at cost. The Weekly holding seven to nine copies is \$1.85, postpaid, and the Monthly holding six copies \$2.00, postpaid. These binders are an attractive addition to any desk or library.

Printers' Ink Publications
185 Madison Ave. New York

Table of Contents

Fourteen Ways to Cut Waste in Distributing Dealer Helps E. B. WEISS.....	3
Speaking of Socks—and the Sock Market.....	10
The Next Ten Years in Trade Association History C. B. LARRABEE.....	17
Is the Retailer Lagging in Reducing Prices? MURRAY C. FRENCH, Controller, The Fontius Shoe Company (Retail).....	26
Hesitation or Advertising? ROY DICKINSON	33
If You Can't Lick 'Em, Jine 'Em! MARCO MORROW, Assistant Publisher, The Capper Publications.....	41
Angles on Space Buying JOE M. DAWSON, Vice-President and Manager, Tracy-Locke-Dawson, Inc... ..	48
132 Advertisers Report for First Six Months of 1931.....	54
Another Vote for Sales Managers Who Can Sell J. C. ALTROCK, Vice-President, The Fuller Brush Company.....	60
Advertising Pays Most of All When Competitors Advertise Less JOHN L. WILKIN, President, Wilkin & Malito, Inc.....	65
How One Small Plant Has Worked Out a Budget System C. A. WHITE, Treasurer, Leeds & Northrup Company.....	73
Making a Catalog to Order for Each Individual Inquiry.....	82
Cotton Mills Use Advertising to Solve State Problems.....	88
What Groucho Says.....	90
Mixed Grill BY A FEMME COPY-HAND.....	93
Editorials.....	100
The Importance of Small Plants—Out of the Laboratory—Widening the Profit Margin—Advertising Would Be Better—Too Many Bosses. Maybe.	
Summary of Magazine Advertising for August.....	105
Four-Year Record of August Advertising.....	110
The Little Schoolmaster's Classroom.....	112

Nothing that appears in PRINTERS' INK may be reprinted without special permission. The use of our articles or quotations from them for stock-selling schemes is never authorized.

Issue
Public
June
VOL.

They

T
out
Kud
mole
of
dow
conn
nece
the

E
m
neces
copy
reason
is to
tion,
money

In
qualit
hesive
essent
sense
the ca
can w
he is
writing
without
import
and ag
should
too gr
of wri
tive in
lead t
which
but do

It is
success
should
theme
most c
sumer
should